

# Vision

## Mitcheldean meets new environmental standards

**T**his achievement recognises Mitcheldean's pioneering of environmental management practices over the years. Our success reflects the efforts of every person on site as well as the project team. Remember, we will all have to maintain our certified environmental performance and ensure that it is an integral part of everything we do." So said site director, Gerry Lane, about our recent achievement of the BS 7750/ISO 14001 environmental standard.

"Mitcheldean is now one of the select few sites in the UK to meet the full standards, and this brings us alongside other leading businesses, including Hewlett Packard, Alcan, Vauxhall (General Motors), Sharp and Samsung," he continued.

Mitcheldean has had a very effective environmental management approach in place for many years, but the drive for BS 7750 / ISO 14001 involved substantial work in creating a new system which would meet the British and International standard.

Certification involved an external assessment and validation by the BSI of a fully documented environmental

### Frans Stollman visit



*Frans Stollman, new director, RXM&SC, talks to Asset Management build operator Ken Powell during his visit to Mitcheldean. See page 2 for full story.*

management system which details organisation and responsibilities, identifies objectives and targets and sets out detailed procedures and practices.

### LEADERSHIP

The BSI audit team gave very positive feedback after completing the final certification inspection in December 1995. They were particularly impressed with the environmental management system and considered that Remanufacture and Asset Recovery were unique, giving Rank Xerox a distinct advantage over other businesses which met BS 7750 standards. Rank Xerox Mitcheldean currently recycles 80 per cent of materials normally considered to be waste, and we gain a considerable cost advantage through our environmental leadership.

The Environmental Management System Development project team consists of Mike Cooper, Don Evans, Ferruccio Marangon (now Viton project manager), Chris Marriott and John Spratley from Works Engineering, together with Hugh Smith, RXM&SC

## Standards

Continued from page 1

Environmental Health & Safety (EH&S) manager, supported by the focussed factory environmental champions.

"We saw that BS 7750/ISO 14001 would give the company a distinct marketing advantage over our competitors," explained Mike Cooper. "We have always been an environmental leader and this would demonstrate to our customers that we are truly environmentally friendly."

To qualify for BS 7750 certification, the team had to develop a formalised Environmental Management System (EMS) for the BSI to audit. "Our first step was to set up a properly structured environmental management organisation," Mike continued. "We did this by launching the environmental steering committee, with champions drawn from each focussed factory."

The team then established the key requirements for the EMS and began the painstaking task of drawing up an environmental effects register, a register of regulations, and a manual of environmental procedures.

"One of the major challenges was the timescale involved," Mike told us. "We started



The EMS Development project team with the BS 7750/ ISO 14001 certificate. From left to right: Don Evans, Chris Marriott, Mike Cooper, John Spratley and Ferruccio Marangon.

designing the EMS in January 1995, began implementing it in September, and gained certification by December. This involved considerable teamwork between the focussed factories, the environmental champions and the project team."

Devising an effects register, which sets out all of the environmental consequences of Mitcheldean's activities, products and services, was another challenge. "As we are one of the first companies to do this, there was no benchmark

available," Mike explained.

A training package also had to be devised. "This was no mean task in itself, as we had to implement a training programme for 2,000 people. We'd like to thank all the focussed factory managers, environmental champions and the training department for their co-operation."

As well as achieving BS 7750/ISO 14001 certification, the project also resulted in several other benefits. "As we had to work closely with our suppliers to ensure that their processes

were environmentally friendly, we will have the future benefit of improved costs and quality."

Another benefit was reduced landfill volumes and energy consumption. Since certification depends upon consistent improvement, further reductions will be made in the future.

Mitcheldean is now externally recognised as the benchmark, and the project team will be representing the Corporate EH&S organisation at the Team Excellence final in April.

## New RXM&SC director visits Mitcheldean

Frans Stollman, the new director, RX Manufacturing & Supply Chain, made his first visit to Mitcheldean in his new capacity on 18th January 1996.

As part of his visit to the plant, he received a presentation from our senior management team which included a detailed review of our 1995 performance, and of our plans and objectives for 1996 and beyond.

He also visited the Asset

Management operation in Building 13, where he saw UK Carcasses Receiving and Categorisation, our relocated paint shop and the repair operations in 13/2.

"In the paint shop he was shown the new paint line and given a demonstration of the panel clean and phosphate process, which prepares plastics panels for painting," explained Printing Systems & Asset

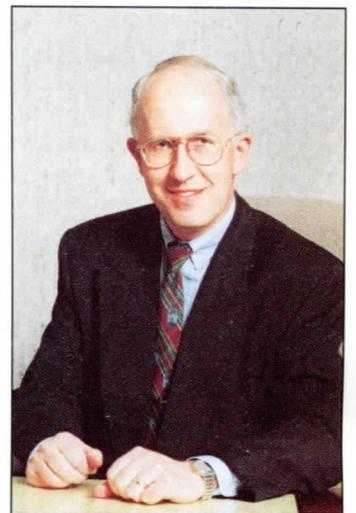
Management manager, Mike Bendall. On floor 2, Mr Stollman was shown the material flow process together with the airport-style material status displays. He reviewed several repaired assemblies including the 5090 set transport assembly which he discussed in detail with the build operator, Ken Powell.

"The feedback he gave on the operation was very complimentary, and he acknowledged that Asset Management Recovery remains a key business opportunity," Mike continued.

Frans Stollman's new appointment follows the move of Shrawan Singh to corporate strategic service vice president, Integrated Supply Chain.

Frans Stollman joined the company in 1974 as production control services manager at RX Venray. He held several posts at Venray, including production control manager, materials manager, personnel manager and manufacturing operations manager. In 1990 he was appointed Venray plant and site director.

Educated at Eindhoven College and Erasmus University,



Frans Stollman.

Rotterdam, Mr Stollman is married with two children, and enjoys music, golf and 'a good meal with a good glass of wine'. He speaks Dutch, English, German and a little French.

On completing his visit to Mitcheldean, Mr Stollman acknowledged the tremendous progress the plant has made in recent years and said he was looking forward to working closely with us in the future.



Frans Stollman chats to Printing Systems and Asset Management manager, Mike Bendall, and EIBC manager, Yves Zucconi.

# 1996 – a year to progress

All in all, 1995 was an excellent year, and I'd like to thank you all for your contribution in making it one of our most successful years ever. We start 1996 with two excellent achievements – our assessment to the environmental standard BS 7750, and a service level of 96 per cent – our highest ever – which highlights our improved flexibility and responsiveness in meeting customer orders. We also saw an improvement in quality in 1995 – we ended with a 10 per cent quality improvement compared with the previous year. We were also re-assessed at Level 5 in the Rank Xerox Management Model certification process and we recovered lost ground on employee motivation and satisfaction. As far as our financial performance was concerned, we generated a profit of \$7.6 million – some of which contributed to gainsharing.

In 1995 we achieved many competitive advantages at Mitcheldean. However, our customers are becoming even more demanding, and our competitors throughout the world continue to improve. In looking forward to 1996, we all have to become more skilled and more productive to match the competition and grow business for Mitcheldean. Achieving this growth will require continued changes in many of our traditional processes.

We also intend to build on the improvement we have made in employee motivation and satisfaction which will, in turn, help us meet our objectives for customer satisfaction, productivity,

return on assets and market share.

Looking ahead, our priorities are in the following areas:

## 'QUALITY AND COSTS CONTINUE TO BE CRUCIAL ISSUES'

Quality and costs continue to be crucial issues for our customers. The introduction of successful new products depends on continued steady improvement in quality and prices through re-engineering our processes.

In 1996 we are committed to achieve further improvements in quality performance and cost reduction.

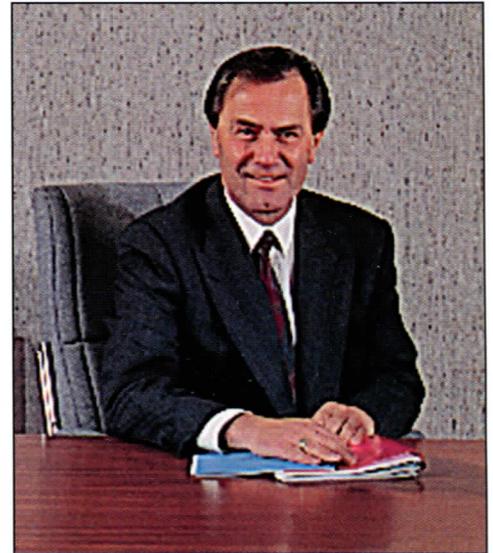
We also have to become more flexible, respond faster, and work together with the Customer Business Units – to help them improve their service, so that Rank Xerox creates even more delighted customers in 1996.

We recognise that success depends on employee motivation and satisfaction. In 1996 we have introduced Profit Related Pay, and we will continue with our gainsharing schemes, introduced in 1995. However, success also depends on individual skills

and personal development. 1996 will be a year when everyone is encouraged to identify their training needs and take action to improve their skills and work experience. Everyone's contribution is important – this is especially true when it comes to suggestions and improvements. 1996 will be a year when we all work together to improve both the business and employee motivation and satisfaction.

## 'WE HAVE TO MAINTAIN QUALITY STANDARDS AND BE MORE FLEXIBLE'

To summarise, we have to maintain quality standards and become more flexible – by making production reactions faster, by making new products and by introducing new technologies and working methods. This will make



Site Director Gerry Lane.

Mitcheldean more competitive and will attract more business to the site.

More business means growth and investment. In 1996 we will see substantial investment in new plant and facilities. However, one of our key priorities is to make sure our existing investment in plant is used effectively.

Finally, quality is still the foundation for our success. It is still the key factor in achieving customer satisfaction. We must all make sure we hold on to our hard won reputation for quality and competitiveness. We can't let it slip now that we have won new business

and new investment for Mitcheldean. However, in 1996 we must also recognise that costs are still a major concern because of their impact on customer satisfaction, revenue and profit growth.

We will work together to tackle this concern, so that we can generate the business growth we need to ensure a stable future for Mitcheldean.



The 1996 Year Start meeting on January 30, when Gerry Lane reviewed our 1995 operational performance and 1996 objectives.

Gerry Lane

# Improving employee motivation and satisfaction



Improved employee motivation and satisfaction is one of our corporate goals.

At the start of 1995 we identified a number of ways to improve our employee motivation and satisfaction, including work in the following areas:

- Investment, stability and growth at Mitcheldean
- Improved communications
- People and career development
- Improved facilities

So, how did we fare?

## INVESTMENT, STABILITY AND GROWTH AT MITCHELDEAN

Over the past two years we have emphasised the need to increase productivity, which will, in turn, generate growth and attract investment to Mitcheldean, providing stability for the future. Our performance in 1995 was due to the excellent results we achieved in driving down the cost of building our products, and a direct impact of this was the Corporation's decision to invest six million pounds in the new Viton flow coating facility, recognising the tremendous progress we have made in establishing a reputation as a flexible, productive and competitive manufacturing unit.

## IMPROVED COMMUNICATIONS

Good communications play a vital role in employee satisfaction and motivation. Our efforts to improve communications in 1995 were recognised by the Business Excellence Certification process, where one of our strongest areas within employee

motivation and satisfaction was identified as communications. We were also praised for our use of Top Copy and the changes we made to it, such as the introduction of the Employee Satisfaction News page.

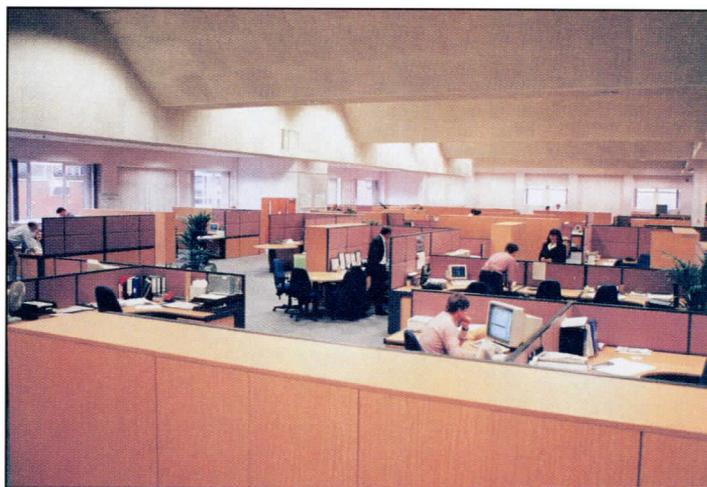
This year we intend to improve communications further, with the introduction of a Communications Charter. This sets out what everyone can expect in terms of communication, and will give everyone the opportunity to hear about the business, ask questions and make suggestions.

## PEOPLE AND CAREER DEVELOPMENT

To help us make a breakthrough in motivation and satisfaction in 1995, the 'Personal Feedback and Development' (PF&D) review process was introduced for people not already included in the non-negotiated and technical staff review systems. A number of pilot schemes took place during the year, and in 1996 everyone on site will have the opportunity to have a private and personal discussion with their immediate manager about their work at Mitcheldean. The one-to-one meeting will provide the opportunity for individuals to look at how they do their current work, as well as making a realistic assessment of future work aspirations.

Job openings also improved dramatically in 1995, with almost all of our vacancies being open job posted. In addition, a new interview feedback routine was introduced to help guide unsuccessful candidates in their approach to future job applications.

'Skills for Life' was another



The new office layout in building 6/2.

success story, with over 150 people visiting the Centre every week for computer skills training alone. The courses offered by the Centre include an RSA Computer Literacy & Information Technology Certificate and a City & Guilds Certificate in Communication Skills (Wordpower). Advice is also offered on NVQs. Now in its third year, many people have benefited from the 'Skills for Life' Centre's help and advice, and further investment by the Centre in computers is imminent.

## IMPROVED FACILITIES

During 1995, a series of building refurbishments and facility improvements were carried out across site to ensure that our facilities meet the highest standards. Improvements ranged from roofing work and external decoration to upgrading washroom facilities, introducing new office layouts, increasing car parking and installing new vending machines. This work will continue during 1996.

## LOCAL INITIATIVES

In addition to the areas covered above, a large number of employee satisfaction initiatives were introduced on a local level across site to address issues of major dissatisfaction in each area. These were reported regularly in Top Copy, and will continue during the coming year.

## THE NEW EMS SURVEY

Employee surveys are an important tool in measuring employee motivation and satisfaction goals throughout the Corporation, and in 1995 we introduced the new worldwide

Employee Motivation & Satisfaction (EMS) survey. The new survey differs from the previous Overall Satisfaction Index (OSI) employee survey in that it measures behaviour and assesses how we work together, with a special focus on some of the needs of an empowered workplace.

Performance was measured in two ways – the Management Index (MI), which focuses on all managers, and the Work Group Index (WGI), which focuses on all work groups. The percentage favourable score of the Management Index was 59 per cent, closely followed by the Work Group Index at 58 per cent.

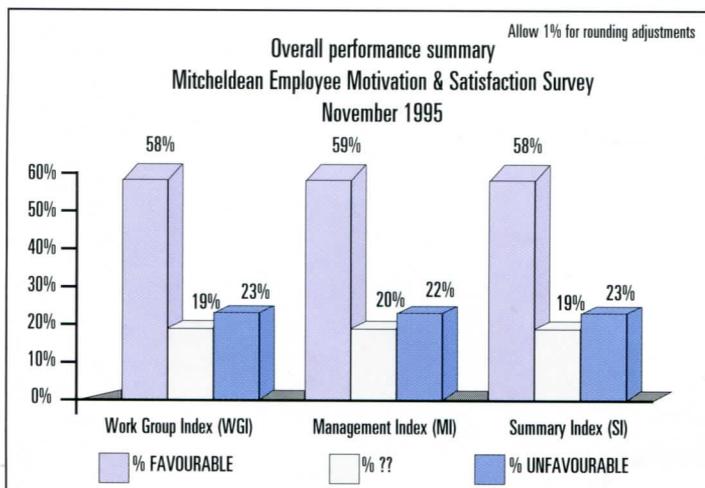
The 'direction and communication' section of the questionnaire obtained the highest favourable score (74 per cent), closely followed by 'trust' and 'teamwork' (70 and 69 per cent respectively). However, 'recognition' scored a comparatively low 39 per cent.

According to results for site priorities for feedback and action planning, 63 per cent of us feel that recognition needs attention. In fact, the same trend emerges across all work group categories across site.

As this is the first time we have used the new survey, we have no previous data with which to compare our scores. The new data is therefore a starting point from which to develop improvement in the categories surveyed.

## THE FUTURE

The next step is to identify and resolve employee dissatisfiers in each area and develop local plans to improve motivation and satisfaction. Regular progress reviews will take place during 1996, both locally and through the Employee Motivation and Satisfaction Steering Committee.



The new EMS survey measured performance using the Work Group Index and the Management Index.

# Honours for Mitcheldean



David Paull with the Travers Metal Products Cup.

**D**avid Paull, Interconnects trainee electrician, was awarded the prestigious Travers Metal Products Cup by the Royal Forest of Dean College in December, as the best student on the BTEC National Certificate in Mechanical and Production Engineering.

In presenting the award, the College said that, 'David has shown outstanding endeavour to progress through the craft study course onto the BTEC National Certificate in Mechanical and Production Engineering, and in so doing has achieved first class passes in all subjects'. David is now studying the Higher National Certificate at Gloscat.

Simon Young, Asset Management, John Gwilt, Printing Systems, Martin Gunter, Parts Manufacturing, Mike Lane, Printing Systems, Matthew Whittington, Parts Manufacturing, and Richard Wood, Parts Manufacturing, have all been awarded an HNC in Manufacturing Engineering. All six studied at Gloscat and received their Diplomas at an award ceremony held at Gloucester Cathedral before Christmas.

And last, but certainly not least, CCM buyer, Sarah Robinson has obtained her Masters degree in Business Administration from Birmingham University, graduating with distinction.

Congratulations to them all!



Simon Young, John Gwilt, Martin Gunter, Mike Lane, Matthew Whittington and Richard Wood in cap and gown at Gloucester Cathedral.

# 'Oxventure' to Nepal

**Y**ou've heard of Oxfam. But Oxventure? Keen on hiking, climbing and other outdoor sports, Charlie Harper (EMC stores) was intrigued when he saw an advertisement in a wildlife magazine about an 'Oxventure' expedition to Nepal.

This Oxford-based charitable organisation, he discovered, was offering people of all ages and abilities a chance to explore an environment unknown to them, and to explore their own potential in the process.

Charlie, whose father Dave works in our fuser roll centre, decided to seize the opportunity – he sold his car to pay for the trip and signed on. Last October, using his holiday entitlement and some unpaid leave, he set off on the 18-day expedition, armed with his St John's Ambulance certificate, a first aid kit donated by RXMP and the protection of a dozen or so 'jabs'.

The party was to be accompanied by a doctor and nurse, and along the way they were to call at villages in remote parts of the country and provide some medical attention.

One of the 15-strong group was a young woman in a wheel-chair who suffered from cerebral palsy, so the trip presented both her and her fellow venturers with an additional challenge.

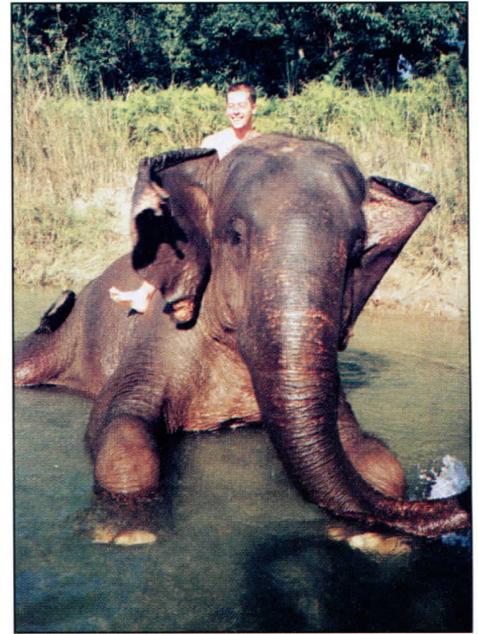
They flew via Paris and Dhaka (Bangladesh) to the capital of Nepal. "Kathmandu is a melting-pot of cultures and the aromas range from joss sticks to engine fumes. There are all manner of weird and wonderful motor and pedal-powered vehicles – and buffalo – on the roads and no one observes any highway code," Charlie told us, "so driving is scary!"

From Kathmandu it was a two-day journey on 'buses to the jungle country of the South West.

They delivered some supplies to a hospital and eventually reached the Bheri and Kanali Rivers.

"The rapids were what I'd been waiting for – they were a really exciting way to get to the next stop en route, using rafts and paddle boats."

Opening a surgery often meant just putting a mat on the ground and dumping the supplies on it. "A lot of people suffer from stomach complaints and from ear infections from swimming in the river. Normally they turn to witch doctors for treatment. Serious cases may face several days' travel to the nearest hospital,



Charlie – ready to share a shower with a great friend.

and there was one life-threatening case which we all found particularly distressing," Charlie told us.

The villagers are welcoming – they know that they can expect further visits since these expeditions are organised several times a year, and Oxventure therefore plays an important role in Nepal.

Highlights of the jungle trip included a tiger 'hunt' by elephant through high, dense grass and, though Charlie wasn't lucky, there were sightings by other venturers.

They were stopped several times at different checkpoints in Nepal to make sure they weren't smuggling tiger skins or other forbidden items.

Having flown on to Pokhara, they trekked into the hills with Sherpa guides and porters. Here Charlie discovered that he had been carrying an unwanted guest – a leech, which was having lunch on his arm!

The team leader tried applying a lighter, which hurt Charlie more than the leech, but a Sherpa was able to remove it with some leaves.

Arriving back at Kathmandu, they experienced the highest high spot of the trip – the 'Everest flight' – and each received a certificate to say they had completed it.

Having viewed it from on high, Charlie has now booked to join an Everest base camp expedition next October, when he'll be seeing it from down below, and once again helping to provide medical attention along the way.

A tour of the Nepalese capital, with a visit to a Buddhist and a Hindu temple, and a final dinner at a restaurant called Rumdoodles where they signed their names on a cut-out Yeti foot, later displayed on the wall along with similar mementoes of other trips, brought the expedition to an end.

Ann, the lady in the wheel-chair, paid tribute to the willing hands that lifted, pushed, pulled and carried her and "not once did it appear to be a problem".

As Charlie pointed out, in addition to learning more about themselves, the team learned to appreciate their normal lifestyles more and to take a little less for granted.

# The London CBU 'Customer First' project team



*The Mitcheldean CBU project team members. From left to right: Matt Jackson, Tim Green, Mike Wilding and Phil King.*

The London CBU 'Customer First' core project team consists of four Mitcheldean representatives – Phil King (Business Quality and Strategy), Mike Wilding and Matt Jackson (CSA) and Tim Green (Printing Systems). Other team members include Jacki Sherry and Brian Cuddy from the London CBU, and Pat Phillips and Derek Chapman from the National Logistics Centre at Radlett. The team also received tremendous support from people at Mitcheldean (Steve Syer, Mike Cooper, Richard Vernon and Alan Clark in particular), Uxbridge and the London CBU.

The project originally arose as a result of a SPAD (System & Performance Assurance Division) audit carried out in RXUK in July 1994, which revealed that a closed loop process for improving customer satisfaction did not exist. As a result, a project team was established to improve the product quality and the 'order to install' processes, where RXM&SC had a big part to play in improving performance.

"We began by carrying out several hundred visits to customers in the London area during installation and maintenance calls to identify the type of problems that occurred," explained Phil King. "Using quality tools such as AdeltaT and QuickJit, we devised new processes which identified the top problems, analysed root causes and found solutions."

The new processes allow engineers at Mitcheldean to log

into their PCs for up-to-the-minute information on service problems within the UK OpCo, as well as reducing 'order to install' time. In addition, they also provide extra information to help the OpCos, such as product availability and lead time information.

The project has resulted in improved business results: very satisfied customers in the London area have increased by 18.1 per cent, market share in London has improved by 4 per cent, and customer retention has improved by 10 per cent. The London CBU is now the best performing branch within RXUK in each of these areas.

Another significant benefit, which affects the entire UK, is the reduction in the length of time it takes between the customer signing an order and the delivery of the product – on average it is down from 30 to 15 days. Meeting agreed delivery dates has also improved by 18.8 per cent.

Since the project began, revenue has improved by \$5 million and, by taking time out of the process, running costs have improved by \$1.5 million. Total stock has also reduced by \$400,000.

The team has broken new ground by increasing awareness of what needs to be done to make processes more efficient. This has been achieved by a cross-functional, pro-active approach to developing systems and integrated processes which make the business work better. The results of the project will now be rolled out across the whole Xerox world.

# Team Excel

The standard was extremely high in this year's Top Teams competition, with the Asset Management Focussed Factory project team selected as Mitcheldean's entry into the Team Excellence competition.

Eleven projects were put forward from the many projects being carried out across site, with each team preparing a short presentation covering business results, quality processes and tools, teamwork and innovation. Two teams, the Asset

Management Focussed Factory team and the Corporate Purchasing Card project team from Finance, were selected for review by the MOC.

The Asset Management team was finally selected to represent Mitcheldean at the next stage of the competition at Marlow on 10th January. It also won this event, and will now represent the Rank Xerox Manufacturing & Supply Chain at the Xerox event at Leesburg on 22nd April 1996.

"The selection process was extremely difficult this year, due to

# The Asset M Focussed Facto

The Asset Management Focussed Factory core project team consists of Cindy Gazzard, Jackie Meek, Jane Meek and Phil Turner from Asset Management, Glyn Clarke from Control, Hugh Colby, Business Strategy, John Gurney, Roy Watkins and Mike Denton from EDS and John Court from Materials. There was also a lot of involvement from many other Asset Management people in designing new business processes.

Starting from a business proposal in 1995, the team set out to launch a brand new business on site by bringing all the various aspects of asset management under one umbrella. This would maximise the use of company assets and allow the new business to become a prime supplier of material to other focussed factories.

By integrating on-site activity and consolidating the parts repair business into Building 15, the team identified the major system changes necessary to sustain growth of the parts repair business. As part of a BEST productivity exercise, it also became apparent that there was the opportunity to absorb the carcass storage and dismantle activity, currently sub-contracted to a third party. This would involve considerable relocation of activities to create the necessary space, together with the re-design of the layout of the 'ridge' buildings to develop an engineered logistics flow to ensure the smooth flow of material.

Using quality tools such as

benchmarking, Problem Solving Processes (PSPs), AdeltaT, Quality Improvement Processes (QIPs), Statistical Process Controls (SPCs), and Management By Fact (MBF), the team developed the processes and systems needed to progress the project.

These were: defining and agreeing customer requirements; problem solving and testing methods; signing off and agreeing deliverables; designing and developing procedures and systems; rigorous dry run testing; implementation; post implementation support; and user training.

All the new processes and systems required total involvement from the team and shop floor staff at all stages.

In addition, AMFF engineering created around 80 carcass teardown Bills of Materials (BOMs) to define the forecast of unserviceable sub-assemblies input, and around 2,500 repair BOMs and processes to define how to repair an item. "This



*The Asset Management team and some of their many colleagues. From left to right (sitting) Jackie Meek and Mike Denton; (standing) John Court, Chris Osborne, Ian Duncan, Adrienne...*

# ence 1996

the high standard of all teams who participated," explained Mitcheldean business quality and strategy manager, Phil King. "It was very encouraging to see so much teamwork going on across site, and so much good work being done to meet our objectives and improve our performance."

Two other teams with Mitcheldean people – the London CBU project team, which includes Phil King, Mike Wilding, Matt Jackson and Tim Green, and represents the supply chain

organisation – and the Environmental Management System Development project team, led by Mike Cooper (see page 1) and representing the Corporate environmental health and safety organisation – will also be taking part in the Xerox event.

In addition, the Duty Reduction project team, led by Phil Davies, reached the worldwide materials management organisation (CCM) finals in Webster.

## Management ry project team

involved operators and engineers collaborating on process development and problem solving and resulted in lots of new control parameters including process lead-time, process qualified indicators and repair effectivity dates," explained Hugh Colby. All data is also maintained with new on-line transactions.

A novel and unique Material Requirements Planning (MRP) process was also devised which has now become the Xerox benchmark. This automatically places repair orders on AMFF before planning new buy/make. This has optimised asset recovery and reduced project unit manufacturing costs (UMCs) in line with our corporate goals.

A totally systemised environment now collects on-line stock movements via barcoded transactions signalled by material processors. Yield and usage tracking automatically adjusts BOM parameters, and on-line displays give the Work-in-Progress status to the operators. A new carcass

tracking system enables site wide JIT carcass flow control.

In carrying out the project, the team found a number of barriers to overcome. One was customer acceptance of 'as new' repaired parts, which was overcome by stringent quality testing, the innovative design and acquisition of test equipment, and focusing on delivery performance.

A second barrier was the massive facility reorganisation which was required. A site space strategy was devised, which involved moving many operations to free up the 'ridge' buildings, and logistics flows were optimised to improve the flow of materials.

Finally, the team was faced with developing a new business culture, which was achieved through teamwork, involvement and training.

Since the project began, the Asset Management Focussed Factory has created 142 jobs, achieved sales to date of \$50 million and a net corporate benefit of \$18 million. Repairing over 400,000 parts a year, quality has been sustained at less than 500 PPM and delivery performance is on plan. The new business has attained both Approved Vendor Status and BS 5750 accreditation.

Future work will include the completion of outstanding system changes, the roll out of existing processes to other areas on site, and the dissemination of benchmark processes to other Xerox sites and systems. The team aims to attain Xerox Certified Vendor Status by May 1996.



ent team members  
es who assisted in the project.  
ugh Colby, Cindy Gazzard, Jane Meek  
ourt, Ernie Robbins, John Gurney,  
Price, Wilf Jones and Glyn Clarke.

## The CCM Duty Reduction project team



The CCM Duty Reduction project team. From left to right: Phil Davies, Robert Liddington, Andy Tooze, Peter Street, Donna Cooke, Mark Stewart, Alan Bridges and Kean Gunton.

The CCM Duty Reduction project team consists of Alan Bridges, Donna Cooke, Phil Davies, Kean Gunton, Robert Liddington, Mark Stewart, Peter Street and Andy Tooze from CCM, Jim Loftus from Control, and John Ostendorf from Venray. They also received input from H M Customs & Excise, materials suppliers and EDS.

Eighteen months ago the team set out to investigate how much we spent on import duty and what could be done to reduce that cost. They began by first looking at what other companies were doing – through the sharing of best practices and through benchmarking – as well as through consultation with specialists in that area.

Working closely with materials suppliers and Customs & Excise, the team then identified four ways of reducing the amount of duty we pay.

These were: simplifying our existing processes; analysing legislation to highlight existing incentives to reduce the amount of duty levied; analysing past data to reclaim excess duty already paid; and developing a set of financial controls to establish how we are performing against plan.

The team then used quality tools such as brainstorming sessions, Quality Improvement Processes (QIPs), Problem Solving Processes (PSPs), AdeltaT, Statistical Process Controls (SPCs), flow charts and Management By Fact (MBF) to progress the project. As the team had to satisfy both internal (Rank Xerox) and

external (Customs & Excise) customers, monthly review meetings were held with both to ensure that everyone's requirements were being met.

"One of the major barriers we encountered was the complexity of the subject, which we successfully overcame through the use of quality tools which simplified the process," explained Phil Davies.

The complexity of the subject also meant that there was a lack of expertise in both the purchasing area and amongst suppliers about the incentives and duty opportunities available. The team overcame this through team building to increase the level of understanding.

They also found that suppliers often had a negative perception of Customs & Excise, where, in fact, they were very positive and helpful. This was overcome by the use of forums, attended by both suppliers and Customs & Excise to help break down barriers.

Since the project began 18 months ago, the team's actions have resulted in savings of \$1.5M, with projected savings for 1996 of \$1.5M. Future work will include the continued roll-out of expertise within the purchasing department to exploit existing opportunities, the continued evaluation of historical data to claim duty repayments, increased data accuracy for recycled products to reduce the amount of duty paid, and the creation of variance reporting alongside other financial controls to monitor future opportunities for reducing duty.

## Investing in Mitcheldean

### More investment in EMC

Surface mount technology is key to the success of a world class electronics manufacturing facility, and December saw the delivery of a new SMD placement machine in Building 4, with a second system on order for delivery during February.

"This investment reflects the success of the factory and the continued confidence in our

ability to attract new business," manager Neil Price commented. The new investment brings the total number of surface mount lines in Electronics to seven.

Electronics has also recently installed another new flow solder machine. Dale-Martin Parker, senior process engineer for soldering told us, "This is an identical model to the one we installed 12 months ago, which



*Eric Lane, at the computer terminal, and Robert Scrivens with the new flow solder machine.*

gave us an immediate quality improvement."

Increased work volumes, coupled with an increasing use of fine pitched connectors that could potentially cause quality problems, necessitated the initial purchase.

"We saw an immediate quality improvement of eight per cent, which obviously reduces rework costs," Dale continued. "The new systems are also more environmentally friendly."

## Waterjet cuts recycling costs

A new waterjet facility, which removes the rubber coating from worn out fuser rolls, is presently being installed and commissioned in Parts Manufacturing.

The new equipment, which was supplied from America, uses a high pressure waterjet, up to 42,000 psi (pounds per square inch), to literally 'blast' the rubber coating off the fuser rolls without damaging the cores. This makes the salvage of old cores for recycling far more competitive than previous methods used. "Since it is more cost-effective, the new process will allow us to recycle a wider range of products. In effect, it will double our current volume," explains project engineer, Allan Edwards. The new system will be used to remove silicon rubber, Viton and Teflon coatings from nine different types of fuser and pressure roll.

The new plant is due to begin production in early March. "We've had a slight delay on the project, due to weather conditions in the States. In fact, at one stage, part of it was stuck in a snow drift somewhere between Baltimore and Grand Rapids, where our supplier is based. This meant it literally 'missed the boat' and put us slightly behind schedule," Allan continued.

Allan himself spent two weeks in December at Grand Rapids, on the coast of Lake Michigan. "Apart from the occasional snow storm, it all went very well. I did a week's training and programming, followed by a week of acceptance trials. It was a very successful exercise."

In March Allan will be joined by members of Works Engineering for specialised training in Germany on the maintenance aspects of the new waterjet facility.



*Andy Smith from our supplier, Progressive Technologies, and Allan Edwards with the new waterjet system.*

## Investor in people

Following the visit of representatives from the Gloucestershire Training & Enterprise Council in the Autumn, we have now been successfully re-assessed for the Investor in People award.

Launched by the Department of Employment and operated through the Training & Enterprise Council, Investor in People is a national accreditation

scheme to encourage companies to focus on the importance of their employees.

When we originally received the award in 1995, we were the ninth largest work force to be accredited out of a total of 115 nationwide recognitions. Our re-assessment confirms our ongoing commitment to employee motivation and satisfaction.

## Those were the days?



*This picture was taken in the 1950s and it seems that in those days going to work was just an extension of going to school!*

*Call Nicola on extension 1496 if you have any old photographs or memories of work in the 'old days'.*

# New paint shop in Asset Management



The new paint line in building 13/1.

The relocation of the paint shop from Building 5 to Building 13/1, to make room for the new Viton flow coating facility, was a massive undertaking, especially as production was maintained in both areas during the transition period.

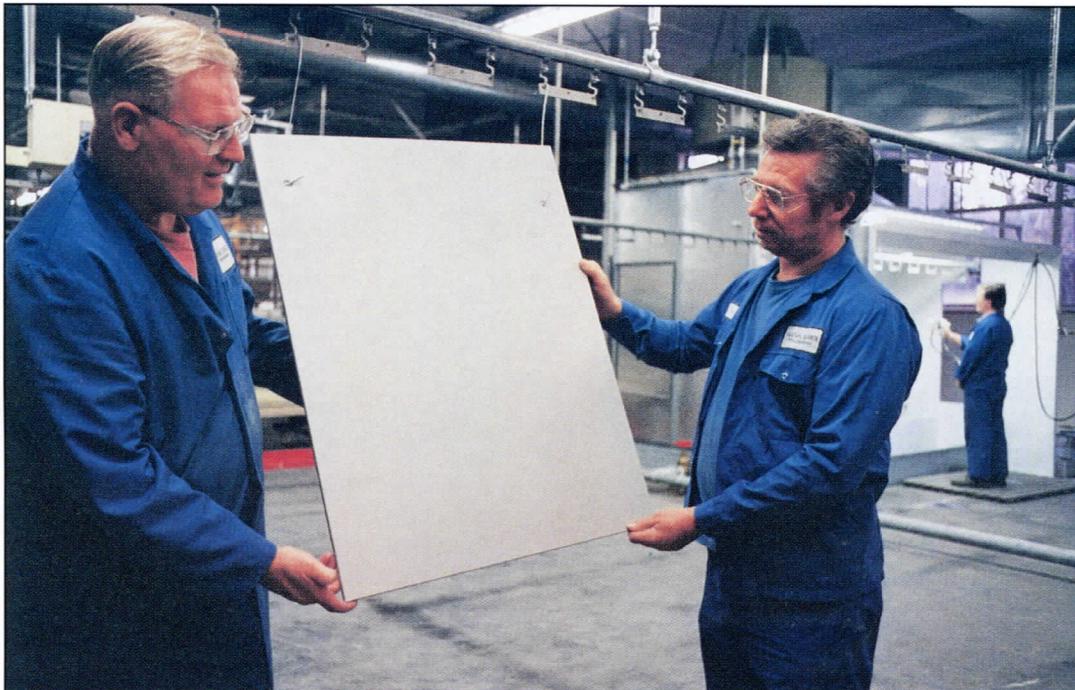
"Our thanks to everyone involved in Works Engineering for ensuring such a smooth transition, with special mentions for Pat Madley, Colin McHugh, Dave Poyner and Tony Murrell, as well as Benshields and all the other contractors involved," commented paint shop section manager, Richard Passey. "With their help we met all of our target dates."

As well as moving two of the Building 5 paint lines to Building 13/1 and reconfiguring

their conveyor systems and extraction, a brand new system was installed and commissioned in December. "The first panels came off the new line on 20th December, as planned," Richard continued. "The new paint line gives us an improved layout and better working environment, as well as improving process times, producing around 70 finished panels an hour."

"We must also thank the workforce in the paint shop for their patience and understanding while we moved buildings," said Neil Jones, manager, Asset Management Support Services.

Once the new line was commissioned, the remaining parts of the paint shop were moved over the Christmas break. "The amount of work



Paint sprayers, Norman Powell (left) and Roger Brooks with the first panel off the new paint line.

# Viton Progress

**'This is a truly multinational project, with equipment being supplied from the UK, the United States, Canada, Switzerland and Sweden'**

Preparations for the new Viton flow coating facility in Building 5 are on schedule, with the second phase of the project – that is, preparing the area for the installation of the equipment – well under way.

This is a major task in itself, involving cleaning and decorating the area, laying a new floor, installing air handling equipment and distribution ductwork, new gas, electricity and compressed air distribution equipment, materials handling equipment, and the construction of a new mixing room.

"The preparation stage is going very well, and we are also on schedule with identifying and specifying the manufacturing plant we require," explained project manager, Ferruccio Marangon.

With equipment coming from around the world,

was considerable, and meant that those involved only had a few days' rest over Christmas. Thanks to their tremendous efforts, we were ready to begin production on 3rd January."

members of the Viton team have so far visited suppliers in Canada, North America and Switzerland to assess equipment. "This is a truly multinational project, with equipment being supplied from the UK, the United States, Canada, Switzerland and Sweden," Ferruccio continued.

Mitcheldean has also had a direct input in the design process of some of the equipment. "For instance, we were able to modify the design of the wash and grit-blast plant to make it far more effective in the manufacturing process," said Ferruccio.

Before ordering equipment, the team also carries out a hazard and operability study on each piece of plant. "This evaluates the potential environmental impact of a piece of machinery, as well as the potential safety levels for the operator. It also assesses the equipment's maintenance requirements and the effect it will have on the business if it goes out of action for any length of time. Once the equipment has satisfied all our criteria, we go ahead and place an order," Ferruccio told us.

The team has also been busy collating the data required to meet environmental legislation. "Chris Marriott in Works Engineering has done a first class job in getting all the data together, and we have now made a formal licence application to the local authority," Ferruccio continued.

The new equipment is due to be installed from March onwards, with the vast majority in place by July, ready for the 'wet runs' during summer shutdown.

## Any news for Vision?

If you have, then please —

- mail it to me in The Mews,
- or leave it at main reception for collection by me,
- or ring me — ext. 1496 or Dean 544314.

**Nicola Jones**

# Service awards

## 35 years

**ALAN HUGHES** has spent all his 55 years in the machine shop environment – ever since leaving school, in fact. He worked initially in the grinding section, then later on the big Burkhardt & Weber NC machines.

In 1984, he became a setter in the fuser roll centre and he was one of those who went to Venray to help with the transfer of the 1045 pressure roll facility to Mitcheldean.

A few years ago we saw the development programme for the low mass cell begin to 'roll' with the procurement of the Koyo grinder, and in 1992 Alan made a trip to Japan as a member of the building 5 team concerned.

Since then, there has been a major investment in further automated equipment for the line and Alan, as leading hand/development setter, has been involved most recently with the introduction of the new robotic water-jet machine for stripping coating off used rolls prior to remanufacture.

There's many a 'roll' in Alan's main hobby too – he plays skittles for the Prince of Wales (the Ross pub, that is!).

He and his wife Kay, who works for MX Products in Ross-on-Wye, have three children. Their eldest, Tricia, was with us for five years and she has given him a granddaughter.

Son Patrick is distribution stores manager at Nimbus Records, Monmouth, whilst their youngest, Sarah, is an insurance underwriter working in Ross.

A former schoolmate of Alan's, **TONY LUCKETT** started at Mitcheldean on the same day. He spent his first few years in the press shop, then joined the machine shop, moving with it to the then Cinderford facility.

On returning to base, he spent a few years in assembly before transferring to the paint shop where he works today as a cell build operator, stripping panels and reassembling them after spraying.

Ever since his teens, playing bass guitar has been Tony's chief hobby, and he is one of four members of the

'Krisp' band, playing along with Keith Jones (maintenance).

Tony's wife Maureen works in an office in Coleford and they have twin sons, Paul and Jonathan. Paul (who is ten



Alan Hughes and (right) Tony Luckett, both with 35 years' service.



25-year trio (left to right) Ian Laskey, Dave Sanderson and John James.



Bob Parsons, another 25-year man.

minutes older!) works on computers and is employed by Cobe Laboratories, Gloucester, while Jonathan works for Gloucester City Council Highways as a civil engineer. Last year they gained an HND and HNC respectively and both have just completed a course in the twin skills of CAD/CAM.

## 25 years

**DAVE SANDERSON** has held management posts at Mitcheldean ever since he joined us from Listers to take charge of harness assembly.

After about four years he became manager of production stores, starting his long

Later that decade he "disappeared to Welwyn Garden City for 18 months." Mitcheldean had for the first time become lead manufacturing site for a new product – the 5046 – and Dave, as materials manager, advanced production, headed a team of planner/buyers and SQA people from both sites.

In '86 he returned to commodity operations and in ensuing years continued with his previous work and also carried out forward products procurement (FPP) for a range of low volume copiers currently produced at RXMP. "That was when I made my first trip to Japan," he says.

Two years ago, Dave took up a new role in the CSAM organisation, making major process improvements, and supporting actively the re-engineering work on demand/supply planning for RX. With this latter role expanding, and so that he could support Venray, Lille, Marlow and non-European sites as well as RXMP, Dave joined PD&IM (Marlow) last March as a business process manager.

"I'm working on a project for re-engineering the global demand/supply and customer order fulfilment process, and it involves me in much commuting to foreign parts."

Staying in hotels that often have a pool has led Dave to acquire a brand new skill – he's learned to swim. Motor sports have long been an interest (as a spectator only, he hastens to add) and he enjoys DIY.

His wife Margaret is a former teacher, and they have two sons. David, the elder, has followed in his father's footsteps and is a buyer, while Patrick works in an insurance company dealing with company pension funds.

"I was a 'gofer'," said **BOB PARSONS** of his earliest job at Mitcheldean. "I used to collect shortage notes and 'W' items from the hardware stores, raise a requisition for more parts and take them to a buyer."

That led him into purchasing where he progressed from expeditor to planner, then buyer and eventually planner/buyer, dealing with sheet metal and electrical commodities

including PWBA's from Welwyn Garden City.

In the mid-80s he joined Dave Sanderson's 5046 procurement team at WGC "for six months, but it became two years, dealing with sheet metal and plastics." He returned to Welwyn around '89 for a further year on the 5047 as an FPP buyer.

He has now completed four years in CCM (renamed global purchasing) where he has managed a vendor base for metals and, more recently, plastics, and "my travelling in Europe has escalated," he says.

"Materials account for as much as 80 per cent of machine cost and so we're driving as much productivity as possible and guiding vendors in the Xerox way. It's fascinating - I meet so many people, see so many places."

Bob's wife is very supportive. She gets around too - she's up at 4am to do her rounds as postwoman and she undertakes voluntary work for charities like Dial-a-Ride.

They have a son, Shaun, who is with British Oxygen, and twin girls of 25 - Rachel, a chartered accountant at Bristol University, and Sharon, who has recently completed a hotel management course and is currently receptionist at Chateau Impney, Worcester.

Somehow Bob manages to fit in his hobby of bowls. He is secretary of Coleford Bowling Club and has played for Gloucestershire on three occasions. "We've extended the club and are hoping to acquire an indoor facility," he told us.

**JOHN JAMES** spent his first 11 years with us in the machine shop, working mostly on drills. Then followed spells in the paint shop and dismantle & clean before he moved to assembly activities, firstly on new build of the early 10 Series, then refurbishing. Today he can be found in asset recovery where he recycles dev boxes for 5018 machines.

When not at the plant, he returns to a way of life he grew up with - helping his father on the family 100-acre farm in Ruardean.

But he does take time out for relaxation - going to the Causeway Club in Cinderford, or our own clubhouse, for country and western evenings, like his workmate and fellow

long-server Dave Evans.

Already apprenticed in engineering, **IAN LASKEY** was taken on as a quality inspector, and quality has been his sphere ever since.

Via 5600 assembly (where he worked on the brush housing section and reject investigation) and 4000 family inspection, he arrived in product quality audit.

He is now one of PQA's longest serving staff with some 20 years' experience of most product families, and he's got around the Xerox world quite a bit as a result.

His first ever trip abroad was to Stockholm for a week to check quality on the 4000. In 1985 another week was spent in Yugoslavia along with engineer Roger Trigg in connection with the 1050. They went to Leskovac where they found the people very friendly and were introduced to the meat train; "14 different sorts of meat plus a series of veg at one meal!"

Two years later he spent a week in the Aguascalientes plant in Mexico to check quality on the 1012.

He also spent ten months on secondment to Welwyn Garden City working on the 5046 finisher. "I made a lot of friends in the pilot plant and played cricket in the plant team."

Ian and his wife Margaret have a family of four. Their daughters Nicola and Amanda have each given them a grand-daughter; son Steven, who was one of our material analysts for several years, is studying economics at Portsmouth University, while the youngest, Neil, is still at school.

Neither of his two sons shares Ian's lifelong interest in football - he is a committee member of Ellwood FC; he enjoys a bit of fishing too.

For the last ten years Ian has been an MSF shop steward for PQA and union safety representative, and he is now into his second year as FOD branch chairman for MSF.

## Christmas fun at Mitcheldean

It's all about satisfying customers. And the Sports & Social Club committee, staff and helpers did their usual splendid job last Christmas making sure that some 500 youngsters were delighted with the parties which the company provide every year for employees' children.

The format of magician and Punch & Judy for the 5 - 7s on 27 December, and entertainer Uncle Colin for the 8 - 10s on the 29th brought enthusiastic audience involvement.

The buffet-style food went down well too, as did the ho-ho-ho!

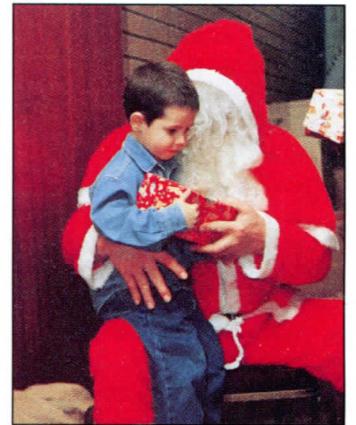
experts (Alun Williams, with the assistance of co-Father Christmas Colin Acton at the second, bigger party) with their sackfuls of super presents.

Helper Dick Morgan tried to join the present queue by crawling into Santa's 'grotto' on all fours. Asked what he got for his pains, he replied: "A thick ear!"

What with paper plates, party poppers, wrapping paper and other clutter, a major clearing up operation was called for after our young guests had gone home. Thanks go to all who put such effort in, before, during and after the events.



*Twin Father Christmases.*



*A gift from Father Christmas.*



*Dick Morgan offers ice cream.*



*Joining in the fun.*

## Farewell to Paul Dean

November saw the departure of our financial planning and analysis manager, Paul Dean, for new horizons in Marlow. His new role will involve providing financial support for the Rank Xerox Manufacturing & Supply Chain Materials organisation, as well as co-ordinating the financial interface with other materials groups. Paul was presented with the latest

Windows '95 software by his many friends and colleagues in the control department. We wish him well in his new role.

We've also said goodbye to Rex Tabb, Peter Whiles, George Alderson, Keith Chiddle, Norman Kear, John Pacey, Jim Smith, Christine Horlick, Ken Parry and Merv Davies. We wish them all a happy retirement.



*Paul Dean with his many friends and colleagues in the control department.*

# Mark – accounting for change in EMC

Cambridge, coal and accountancy have figured strongly in Mark Winter's background. He was born of British parents in Cambridge – the one in Massachusetts – at a time when his father was doing post-doctorate research in botany at Harvard University.

So Mark has dual nationality. But as the family returned to England when he was one year old, he had no opportunity to collect a cross-Atlantic accent.

After three years in York the family moved to Cambridge – the one over here – where he went to school and sang as a treble in the Jesus College choir.

He and his parents returned to the USA for a year, before he went to Churchill College to read physics.

He wrote for the 'Varsity Handbook' (in which students voice frank opinions about the Cambridge colleges) and was quoted in the 'Daily Mail' – "but no-one sued me!"

Having acquired a BA in physics and subsequently an MA, he followed this up with a one-year MPhil course. A career in pure physics research beckoned, but Mark felt "it could lead into lots of blind alleys and I like to see an end product."

Instead, he applied his physics knowledge to the coal industry.

His first job brought him to Gloucestershire when he joined the British Coal Research Establishment in Stoke Orchard, Cheltenham. "I worked on fluidised bed technology – nothing

to do with water beds!"

A major change of tack came when he went to work for KPMG, our own company auditors, and over the next few years he qualified as a chartered accountant.



Mark Winter.

The next move was to give him his first experience as a financial controller, in a software company, Teleglobe of Bristol.

"It was a small firm and my responsibilities included administrative work as well.

"I had a good two and a half years there, but I wanted to benefit from the greater opportunities which only a big company can offer. I had always wanted to get into manufacturing in a way that

would enable me to make use of all my qualifications. The fact that Rank Xerox was embarking on the Omega project – to make EIBC more of a stand-alone business – particularly appealed to me."

Mark joined us last June as EMC financial controller at a time when there was re-alignment of responsibility within the control function.

As RXMP controller Jan Powell explains: "Of our focussed factories, EIBC is the most progressed towards stand-alone status, while still operating within Xerox.

"By appointing a financial controller to work within EIBC, reporting directly to its manager Yves Zucconi, we can enhance the EIBC's commercial and financial skills and ensure that they are more aligned to the specialised nature of the business, thus supporting its goals of growth."

Mark also reports to Jan on a dotted line basis, and he has now been joined by business analyst Trevor Humphrey from control department.

Says Mark: "It certainly opens up possibilities of bigger emphasis on third party work. We are extremely competitive with all other European suppliers – in fact we are comparable with the better suppliers anywhere in the world. And, of course, there are big advantages to being a supplier to

our own production facilities."

Mark frankly admits he is not all that conversant with the hardware – it's very different from the software business he was in earlier. But he does know a capacitor from a diode from a heat sink.

He was recently issued with a Compaq computer with laptop which he says "will be extremely useful for my journeys to Venray."

They have a PC at home which he enjoys using, and so does his wife Caroline. They met at university, then again, by coincidence, at British Coal where she was a research scientist.

They live in Cheltenham and, along with bringing up their two children Tom, aged 5, and eight-month-old Alice who arrived a week before Mark joined us, Caroline is taking a part-time masters degree course in statistics.

They used to go ballroom dancing together "but I can just about waltz now" says Mark. He gets exercise today by cycling on an ordinary racing bike – not the mountain variety.

We talked with Mark just before last Christmas, after he had been wrestling with rather a different exercise – the 'year end' one. "We have made some beginnings," he says, "and I think 1996 could be a big year for a review of the financial systems."

## Christmas Curtain Raiser

The recent festive season got off to a good start at the clubhouse on 22 December with the Inter City Road Show's 'Winter Wonderland'.

Word had got around since their VE Day performance in support of

the local British Legion branch and all tickets had been sold well in advance.

This time the show was in aid of the James Hopkins Trust for severely disabled young children, and those with life-threatening

illnesses, in Gloucestershire – chiefly by providing respite care in their own homes.

The Trust was founded by Vance Hopkins (CCFF technical team) and his wife Heather in memory of their son, and the proceeds of the evening enabled S&SC treasurer Dave Lea to hand over to Danny Haines, CCFF manager, a cheque for £500, Vance being unable to attend himself.

He had in fact only just returned from an assignment to Fuji Xerox in Japan concerning future programmes, and he asked us to convey his thanks to everyone involved with the fund raising – "their help is much appreciated," he said.

As for the entertainment, it was once again a high-energy, fast-paced show. The way the troupe managed to perform so well on a 'pallet-size' stage, and change costumes so frequently, was a mark of their professionalism.

There was something for everyone – from Christmas songs to operatic arias, harmonica harmonics, and lots of comedy including a hilarious take-off of ballet dancing – all with tremendous backing by the City Sounds Duo.

### Obituaries

WE REGRET to report the deaths of the following pensioners:

**Edward Wicksen** (74) 15 October;  
**Jeff James** (58) 6 November;  
**Reginald Fisher** (75) 9 November;  
**Maurice Raw** (77) 10 November;  
**Charles East** (75) 12 November;  
**Robert Baldwin** (71) 20 November;  
**Iris Richmond** (85) 21 November;  
**William Griffin** (70) 24 November;  
**John Jones** (72) 25 November;  
**Dorothy Lewis** (77) 12 December;  
**Emily Marshall** (92) 16 December;  
**Dick Taylor** (78) 19 December.



Dave Lea gets in on the act.