

Vision

HOUSE MAGAZINE OF RANK XEROX MITCHELDEAN

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The Printing Systems team with their Xerox Corporate Strategic Services Customer First Award.

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THE DOCUMENT COMPANY

RANK XEROX

The 5328 family team Convenience Copiers

Successful visit by Al Dugan and Al Monahan

Mitcheldean's steady progress towards world class manufacturing standards was recognised by Al Dugan

and Al Monahan when they visited the UK on 4th March 1997.

All in all it was a very successful visit, with Al Monahan, Xerox vice president Manufacturing, opening the new Viton flow coating plant, and Al Dugan, senior vice president Corporate Strategic Services, presenting no fewer than three Customer First awards - to Printing Systems, Asset Management and Electronics.

The visit started with a meeting for 90 managers to review 1996 business performance and provide an overview of corporate strategy and direction for 1997. Mitcheldean was congratulated for the significant improvements and contribution to corporate business results.

One of the key points made was the high priority on 'Customer First' objectives, including Customer First training for all in 1997. Al Dugan identified one priority as 'all employees being able to identify their Golden Threads' - the clear and positive link with end customers to maintain and improve customer satisfaction throughout all the business.

The move towards X Teams, and more empowerment for the individual and work group, was also identified as a key priority for 1997.

The increasing development of digital business, represented at Mitcheldean by DocuTech and three new product launches planned for 1997, was also recognised. This market sector, with an annual growth rate of 20 per cent, now represents over 30 per cent of Xerox revenue

worldwide, and Xerox is well placed to grow in areas such as digital copying, production publishing, document services and colour products. Al Monahan commented that 'we must all listen to the voice of the customer, especially in terms of reliability, a strong customer relationship, responding rapidly to requirements and providing excellent price/value performance'. He emphasised Mitcheldean's role as a global support partner within Xerox, the important role of remanufacturing (Asset Management), the key contribution to manufacturing worldwide made by Electronics, Fuser & Frames and Interconnects, and the continuing market contribution made by Systems Assembly including both Printing Systems and Convenience Copiers.

The management meeting was followed by a tour of Systems Assembly, Fuser & Frames, Electronics and Asset Recovery. In the afternoon a series of presentations covered initiatives, human resources direction, financial performance, productivity focus and the business channel strategy.

Both Al Dugan and Al Monahan were very impressed with Mitcheldean's progress in recent years, especially in terms of flexibility and responsiveness to customer needs. They commented that today Mitcheldean is recognised as a 'world class manufacturing facility' and that our strategic initiatives in all business areas were 'right on track'. In focusing on areas for improvement, they felt that we had made some progress with empowerment, however, this should be an area where we focus more attention for the future. They would also have liked to have seen more evidence of the application of quality tools across the business.

"I was very pleased to be able to demonstrate such a positive view of Mitcheldean's performance and the skills and enthusiasm of our people," said Gerry Lane. "There is no doubt that Al Dugan and Al Monahan now see Mitcheldean as a really strong player in the global Xerox team. Thank you everyone - let's make sure it stays that way."



■ Al Monahan during his tour of Electronics.



■ Al Dugan visits Convenience Copiers.

Al Monahan opens world leading production plant

Al Monahan officially opened the new £6 million fuser roll coating facility during his visit on 4th March 1997. The new plant, which came into full production in February, has an annual output valued at £6 million.

The new flow coating facility has already achieved some impressive business results. The investment was completed six per cent under budget, and production lead times have been reduced by over 70 per cent, while inventories have been cut by more than 20 per cent.

The lifetime of the fuser rolls produced by the new plant has increased by 55 per cent compared with those produced by earlier methods. The plant provides a virtually waste-free process which is a unique Xerox development, and leads the world in coating technology.

The new production facility, located in the Fuser Business Centre, applies a Viton*-based compound, a heat-resistant, virtually inert elastomer coating, to precision fuser rolls - which Fuser & Frames Business Centre supplies for printers, copiers and other document processing products worldwide.

Chris Clarke congratulated the 15-strong project team, led by Ferruccio Marangon, on the exceptional performance of the new plant. "They introduced new technologies, pioneered new designs, designed new working methods and jointly developed their own skills. One of the most significant results was the parallel development of an NVQ operator qualification during the plant design and commissioning period." Great care has been taken throughout the design and build process to ensure that the new plant exceeds all current environmental standards. Over £1 million has been invested in proven environmental protection and monitoring technology which exceeds EC standards. Equipment supplied for the plant came from the United States, the UK, Switzerland and Sweden, and includes the latest robot and component handling technology. (* Viton is a DuPont product)



■ Al Monahan cuts the ribbon and officially opens the Viton plant. Pictured from left to right: Al Monahan, Chris Clarke, Shane Parry and Ferruccio Marangon.

Customer Care comes first

**Customer
care**

Throughout 1996 many Mitcheldean teams were involved in projects to improve customer care. There were especially intense efforts by the Printing Systems team, and everyone was really encouraged when they received global recognition by winning the Xerox Corporate Strategic Services Customer First Award.

The Printing Systems team's 1996 achievement was considerable; delivery times from order to installation were cut to less than five days, service levels were maintained at near 100 per cent, installation problems dropped dramatically, and the finished machine inventory fell by more than 90 per cent.

Brian Reeves told Vision, "This was a great achievement of teamwork. All the elements of flexible lines, multi-skilling, shop floor involvement, better communications and the use of management processes such as AdeltaT, contributed to the results. Our focus on customer care produced equally impressive results for customers. In one case an order for seven machines was received on Tuesday and installed on Saturday in the same week!"

Working with the UK Entity, the High Volume and Customise Groups have also established excellent working relationships. "For these Xerox Printing Systems products which work at high throughput, often 24 hours, seven days a week shifting arrangements, product reliability and service cost reduction are critical", Brian Reeves continued. "Through our close relationship, and with support from Asset Management on site, we have enabled the UK to achieve major service cost improvements."

These really good results achieved by Printing Systems were just part of the Mitcheldean effort. For example, the focus on customer care, following the work by a European product quality task force, achieved up to 30 per cent improvements in the installation failure rate for 5334.

During 1997 customer care initiatives will be extended to all products made at Mitcheldean. This work depends on a totally different focus. It is no longer good enough to ensure that our products comply with the performance specifications, they must now perform to the end user's satisfaction - this means right first time on installation - and eliminating all events likely to cause dissatisfaction.

To achieve this there are four key actions within our channel strategy; improved communications, a change of focus, formation of specialist customer care teams, and an integrated approach involving everyone.

Good communications

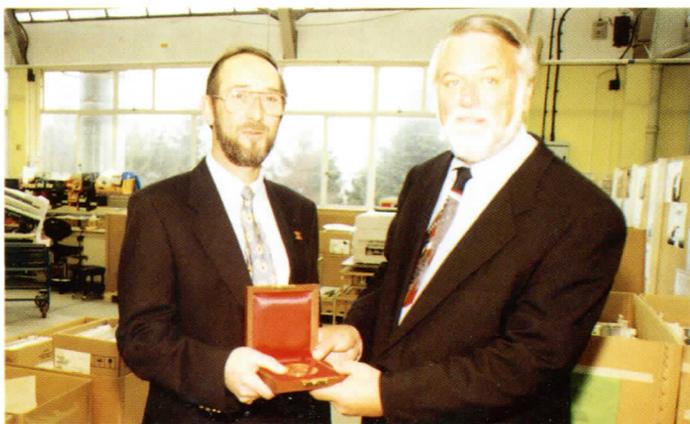
First of all we need to understand the factors which affect customer satisfaction - especially in the first months of installation. In 1996 the London CBU team achieved many good results by joint visits with service teams, and the 5334 and DocuTech 135 work has already achieved good results.

The customer care initiative and allied actions have been extended throughout Systems Assembly. Communication with production teams as well as customers and end users is vital for success in this area, and one of the first priorities is to provide feedback and/or display boards on production floors to ensure that everyone has the information we need to improve our performance.

Changing focus

Now that our focus has moved from performance specification requirement to customer satisfaction, everyone will need to find out how

■ A Customer First award was also presented to Chris Osborne of Asset Management for his contribution to the R.X.U.K. Low Cost Repair Activity. Chris is pictured receiving his award from Al Monahan. Congratulations!



■ Al Dugan also made a Customer First award to the Electronics team involved in the re-design and re-qualification of a board against very tight deadlines to meet an order for the Spanish Government. Pictured are some of the team members (from left to right): Dave Oliver, Danny Baglin, Sarah Hughes, Lyn Douglas, Eric Cramer, Anna Bata, Simon Payne, Steve Atkinson, Ian Wilson, Richard Beacon, Jacqui Wilson, Louise Palmer and Guy Rainforth. Other team members were Phil Mitchell, Trevor Green, Steve Smith and Rob Holbutt. Well done to everyone involved!

we can improve customer satisfaction by higher levels of customer care. In this context we need to be aware of the needs of our customer in order to achieve trouble-free installations. This reduces our customer (service) costs and improves users' satisfaction.

A series of 5616/5621 customer care visits to 22 sites in north west England and Scotland identified a series of actions to improve customer satisfaction. One of these was related to the toner pack. 5621 products were normally supplied with one toner bottle - the end user topped up as required, but often ran out of toner in the first few days of operation. Often this meant down time while the toner was delivered - cost to the end user, or an additional, and mostly unnecessary, service call - cost to Rank Xerox.

The simple addition of a toner bottle to the installation pack thus reduced Rank Xerox service call costs and prevented customer dissatisfaction.

Another simple fix was identified when service problems with copy quality were tracked down to developer housings moving out of position. The problem was confirmed on 18th December, action was agreed to add a cable tie to hold the developer housing in place, on 19th December this was cleared, and on 20th December it was implemented, and every machine now produced has this modification. Result: fewer service calls, more satisfaction.

On DCS 35, custom-built machines for Rover Group accommodated a particular type of document that a standard factory set-up would not satisfy.

Customer care teams

In practical terms, these actions to improve customer care will lead to substantial changes as we move through the year - more customer focus engineering teams will start working across all product lines. There will be more liaison with the technical specialists in our customers, and more of our people at all levels will be meeting our customers and end users.

Integrated approach

The main point is that an integrated approach to customer care will be made throughout each business centre to give everyone the opportunity to contribute. It may be suggestions for design changes, a 'quick fix' in production, new methods of packing, or maybe one 'phone call to solve a customer problem or the installation of a 24-hour hotline.

Customer care is vital to us all ... in the end it decides our future. A satisfied customer will recommend our products to others and return to us with future orders. A dissatisfied customer will not praise our products and will go elsewhere next time. Customer care is a crucial element of the 1997 'Quality to the Customer' strategy. It produces customer loyalty and this leads to long term business ... and we can't do without that!

Green business profit for Mitcheldean

Achieving not one, but three environmental standards in less than two years at Mitcheldean was recognised by everyone as a major achievement for Rank Xerox. The latest success in reaching the tough standard of EMAS (Eco-Management and Audit Scheme) was the culmination of a year's hard work by Chris Marriott, Simon Richards and the other members of the environmental management team.

All this work was well worthwhile, not just to gain another certificate on the wall - though Chris for one was very pleased to see it in place, but because Mitcheldean's environmental work is paying off in real hard cash AND profit flowing through to the bottom line - which, in turn, allows Mitcheldean to fund more environmental improvements.

Chris Marriott says, "It is a tribute to everyone's efforts and work that our environmental concern has been translated into a profitable business process."

How does environmental work pay off? First and foremost, it is a Customer First process. The most dramatic pay-off so far has come from Denmark. Annette Bang, Rank Xerox bids and tenders manager in Denmark, and her team won a contract in January for 500 machines. The bid was won by Rank Xerox against really tough competitors who have the Blue Angel and Nordic Swan environmental certificates. Annette said, "Most, if not all, Danish customers insist upon 'first class' environmental performance before they will even consider a tender. We (Rank Xerox) were, without question, the bidder who presented the most extensive piece of environmental documentation/information, and the customer was very impressed."

All our actions to reduce waste, save energy, recycle materials, and other actions, ultimately benefit both our local and global environment - but waste recovery also directly benefits our manufacturing performance. Excluding our asset recovery operation, income from the reuse and recycling of waste paper, cardboard, metals, glass and other valuable materials exceeded £395,000 in 1996.

Another benefit is avoidance of costs through waste minimisation. Every time we reduce landfill requirements by one tonne we save £35. If we reduce our energy consumption by ten per cent in 1997, we would save £80,000.

Taking into account expenditure on waste disposal, BSI registration, added resources, monitoring emissions, etc, the benefits of all these actions have produced a net gain of more than £200,000 in 1996. This has enabled



■ Simon Richards and Chris Marriott with the official EMAS certificate.

Rank Xerox to fund additional environmental improvements, such as more monitoring equipment, energy analysis and emission analysis to ensure we meet environmental standards. This investment, together with everybody's efforts on the site, helps keep our environmental impact to a minimum.

EMAS accreditation was achieved through the efforts of a Mitcheldean team including Chris Marriott, Paul Morris, Simon Richards and John Spratley. The team was supported by Hugh Smith, the RXM&SC manager responsible for Environment and Health & Safety within the group, and IP Matthew Boyles, now back at Bradford University.

In the last year, the team investigated and documented over 100 processes, interviewed nearly every manager on the site, checked all existing environmental registers, procedures and regulations and negotiated with BSI (British Standards Institution), the Environment Agency, the Forest of Dean District Council, the Department of the Environment and a host of equipment manufacturers and suppliers to ensure that Mitcheldean met the standards of EMAS.

All this activity culminated in the production of the first Mitcheldean Environmental Statement - a 7,000 word document which was recognised by the BSI as one of the best documents of its type produced so far.

The Environmental Statement is a requirement of EMAS, and is a 'no punches pulled' public document which records actions and reviews actual performance and progress towards environmental objectives.

Facilities engineering manager Charlie Walker considers the successful EMAS registration is a reflection of everyone's good work at Mitcheldean. "Good environmental practice is totally dependent upon teamwork throughout the business. Everyone who sorts out waste papers, picks up a cable tie, switches off a light, or puts swarf or other waste in the correct bin is helping Mitcheldean to win customers and become more profitable. Good environmental performance is not just about being 'green', it is important to our future profitability and employment prospects. Let's make sure our performance is even better next year."

New energy analyser saves costs

A mobile energy analyser unit, used to monitor the site's electricity consumption, will lead to substantial financial savings and a dramatic reduction in electricity usage.

The new equipment, which is being installed in each building on site in turn for a two to three-week period, monitors electricity consumption at half-hourly intervals to provide a detailed analysis of energy usage.

Marie O'Sullivan, the industrial placement member of staff working on the project, explains: "In the past we have only been able to give building landlords a general breakdown of weekly energy consumption.

The new energy analyser now means that we can produce a detailed breakdown of exactly when the electricity is being used. The landlord can then determine periods of maximum demand, as well as having a clear picture of how much electricity is being used when the building is not in production, such as during the night and shut down periods."

Marie has regular meetings with the energy champions in each area

to identify opportunities for saving costs. "For instance, if we look at the figures for the shut down period and put control actions in place to reduce energy consumption, such as making sure all lights and machinery are switched off, we can then monitor the building again to determine the precise savings," Marie continues. "The new energy analyser is a real incentive to cutting energy costs, giving us a concrete indication of the savings we are making."



■ Marie O'Sullivan is pictured with the new energy analyser.

Waste paper recycling success

The new office waste paper collection scheme is resulting in an estimated 80 tonnes of paper being recycled each year rather than sent to landfill.

Prior to the introduction of the new system, which began last November, only white office paper could be recycled. The new collection service, operated by Fort Sterling, allows every type of office waste paper to be recycled including envelopes, magazines and junk mail (excluding polythene/plastic wrappers).

A team, consisting of Dave Carter, John Lewis and Lucy Duvergé, was established to plan and implement the new system. They originally estimated that around 30 tonnes of mixed waste paper would be sent to landfill each year, but with 26 tonnes collected for recycling within the first four months of the scheme, this now looks like being closer to 80 tonnes.

"Fort Sterling, who are manufacturers of tissue paper, were already supplying paper products to Mitcheldean when they approached us with the proposition of taking all our office waste paper for recycling," explains Dave Carter. "They were keen to update our existing system as well as supplying new collection boxes around site. This also included new bulk collection bins with turnover fixtures for safe and easy use, and three new cardboard compactor bins."

"We set ourselves the target of reducing our landfill waste by 90 tonnes during 1997," explained facilities engineering manager Charlie Walker. "As a result of the excellent waste segregation from everyone on site, it now seems likely that we will almost achieve this through office waste paper alone. Thanks to everyone for this tremendous effort, including all our site tenants who have joined the scheme."

In addition to the new bulk bins on site, a special 'charity' bulk collection bin has been located by the Sports & Social Club for employees to bring in waste paper from home. All funds generated through the collection of paper from this bin will be passed on to the Cancer Research charity.

Please bring in your old newspapers, magazines and junk mail, to help the environment and an important charity at the same time.



■ Don Marshall with one of the new office waste paper collection bins.

Just how thick is a coat of paint ?

Have you ever wondered how thick is a coat of paint? ... how many natural minerals are there in Mitcheldean's water? ... or exactly how much grease is there in a ball bearing? Perhaps these matters don't concern you - but questions like these affect production line profitability, health and safety, environmental quality and a host of other factors which affect us all at work.

Answering these questions is often a matter of skilled analysis and the use of advanced chemical techniques by Mitcheldean's laboratory team, headed up by chemist Terry Buffry.

Much of the Lab team work is concerned with fluids, especially water. Terry explained that even the best quality Severn Trent water has trace quantities of many metals, and often compounds such as sulphate, phosphates or chlorides. While these minerals add 'taste' to drinking quality water, even trace quantities of some minerals can sometimes play havoc with industrial applications, where very high purity water is required.

Over the years, more and more analysis is required. The laboratory is responsible for routine monitoring and analysis to support Mitcheldean's compliance with health and safety legislation, environmental legislation and materials standards. Of course, it is not enough to comply - the laboratory also plays a key role in designing monitoring processes to maintain high safety standards throughout the site, and the Health & Safety Executive has complimented us on our approach to health and safety initiatives.

Today much of the laboratory work supports production. One of the critical tasks is monitoring the cleanliness of fuser rolls before coating. Even small deviations from absolute cleanliness affect the adhesion of the polymer coating on the roll, which could lead to premature failure.

Terry Buffry leads a unique family team in the laboratory. His elder son, Neil, joined seven years ago, and his younger son, Keith, joined the team in December last year.

"Life is never dull," says Neil. "One day we will be collecting samples from the local streams, the next we will be climbing the stacks to check on exhaust

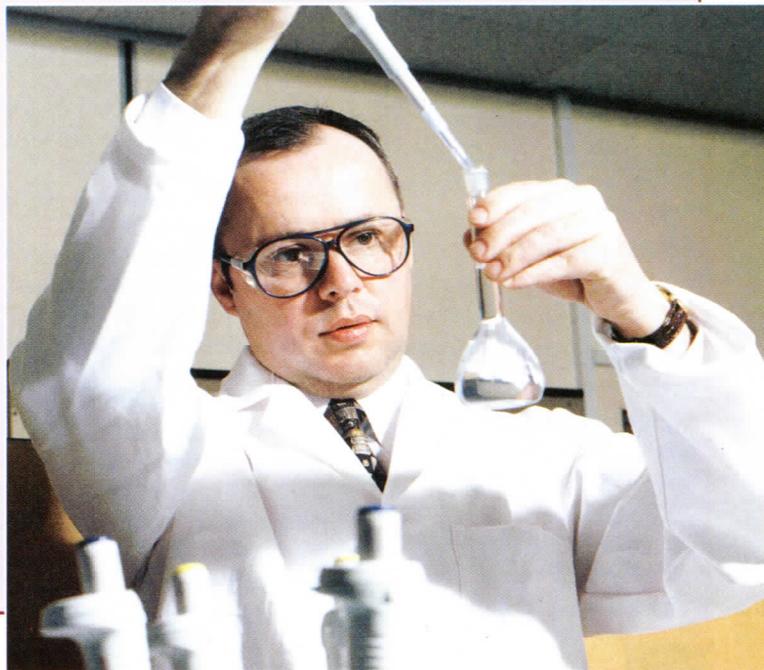
emissions. After that it's a real relief to collect dirty citrus fluid to check how much longer that batch can be used for cleaning product carcasses.

"Our real challenges are devising new test methods for materials, processes and products. Every new product introduced produces its own special set of analytical demands. It can be testing plastic clips for brittleness, assessing the density of toner powder, or checking the actual metallic content of high stress parts," says Neil.

Analytical data provided by the laboratory is an essential part of many quality processes, as is the assessment of environmental standards.

This work is vital to Mitcheldean, and Rank Xerox has just invested in an atomic absorption spectrophotometer, designed to speed up many analytical processes and supply data accurate to even a few parts per billion if required.

■ Picture shows Neil Buffry at work in the lab.



Four steps to success

1997, like 1996, will bring changes for everyone at Mitcheldean - new technology, new methods of working together, new management methods, and new challenges.

We can all meet these challenges by taking advantage of all the opportunities Rank Xerox provides for personal development and continuous learning. Mikela Hale, training officer, says, "For many years a lot of resources have been put in to make sure Rank Xerox is a 'learning organisation'. Continuous learning is the way we can all be successful in a rapidly changing business while still maintaining and improving our satisfaction in our daily work."

Last year's Employee Motivation & Satisfaction Survey (EMSS) provided useful feedback on everyone's needs for personal development. The survey told us that throughout the site many people want more support in this area to:

- enhance existing skills
- identify skills needed for the future
- understand the available learning tools and resources
- take advantage of the learning resources available.

Human Resources has a complete programme in place to help everyone throughout the site with all aspects of continuous learning and personal development. Dennis Duke, training officer, says, "If you want to be part of it, the action is simple - all you have to do is ask." Dennis says there are four simple steps to success in this area:

1. Find out what you need.
2. Make a choice.
3. Make a commitment.
4. Achieve your learning goals.

Finding out what you need to do

All people at Mitcheldean will have the opportunity for a Personal Feedback and Development (PF&D) interview in 1997. The first step is to talk to your manager. First introduced to the shop floor

two years ago, the PF&D programme is being offered on a voluntary basis in all business areas. It allows everyone a private and personal discussion about personal development and access to learning opportunities to help them achieve the improvements they want. In addition, anyone can contact the training department if they have any special requirements or concerns.

Making a choice

When you have decided what you need to do, your manager, or Human Resources, can help you in many ways; on-site training, Skills for Life, team working methods, skill development or specific courses and programmes leading to certification for your job, NVQ, further and higher education and other more advanced qualifications.

Making a commitment

Usually, the first essential step is to do your own job well and then to be recognised for it. You and your manager can then work together to identify your development needs and any knowledge or skill gaps. The training team will then advise you on how to close the gaps and acquire the knowledge or skills required.

Remember, you don't have to wait for a certification process. If you are committed to personal improvement, there is already a wide choice of courses to help you make progress as soon as you are ready. This extends from basic computer skills provided by the Skills for Life programme to advanced courses at The Royal Forest of Dean College, Gloscat or the Cheltenham and Gloucester College of Higher Education - or maybe a local university. The important step is to decide what you need, then commit yourself to take action for your own personal development. In 1996 3500 training placements were delivered to people working at Mitcheldean. Each employee received an average 75



■ Just some of the Mitcheldean employees who hold, or are working towards, an NVQ qualification

hours of training and more than 270 people were involved in Skills for Life and Further Education programmes.

Achieving your goals

In today's competitive world every qualification counts - for promotion, for choice of jobs, and for the personal satisfaction of achievement.

Gerry Lane says, "It is everyone's right in Rank Xerox to have access to the best opportunities we can give them for personal improvement. We have committed substantial resources to personal development, and every opportunity taken benefits both Rank Xerox and the individual."

■ Mike Mould and Alan Hughes both recently received NVQ Internal Verifier Registration qualifications.

NVQuote

"Obviously you have to be committed, but NVQ is a nationally recognised qualification."

I enjoyed working on it.

Everyone should go for it."

Sam Phillips, Convenience Copiers



■ Our most recent employees from Convenience Copiers to receive NVQ Level 1 certificates in Product Assembly are (front row left to right): Nick Haines, Earl Smith, Sam Phillips and Elaine Jones. Pictured in the back row are Mike Mould, Roger Preece and John Evans.

NVQuote

"We all shared our ideas when we were working for our NVQs. Remember, it's based on what you do and what you know!"

Celia Husbands, 5047 assembly



en here with Gerry Lane.

NVQuote

"NVQ work uses a commonsense approach and helps you really understand the whole process"

*Elaine Jones
Convenience Copiers*

NVQuote

"NVQ study gives you a real opportunity to develop yourself and find more job satisfaction. It also helps you work smarter and more efficiently."

*Mike Perkins
Interconnects*



■ David Harper, the latest Fuser & Frames employee to receive an NVQ Level 1 in Production Machining.

NVQuote

"I've moved through the whole NVQ process from student to assessor."

Remember, you can work at your own pace to achieve something for yourself"

*Cheryl Smith
Convenience Copiers*



■ Steve Townsend, Printing Systems' latest employee to receive an NVQ Level 1 in Product Assembly, is pictured receiving his certificate from Training's Mikela Hale.

Learning opportunities

Further and Higher Education- onwards and upwards

More than 50 different further and higher education courses are attended by Mitcheldean people. Depending on the course, Rank Xerox will sponsor employees and help with fees and other college expenses.

Call Brian Fowler on ext: 1126.

Corporate knowledge

A series of courses will be planned in the next twelve months to help people understand The Document Company, Customer First and Time to Market.

Call Pat Drinkall on ext: 2734

Certification

Training is freely available to help everyone with jobs that have certification requirements. This helps individuals improve their skills and knowledge so that they become fully competent. *Talk to your manager or your training officer.*

Skills for Life

Skills for Life gives employees, and their families, the opportunity to learn basic skills such as Computing, English, Communication and Numeracy. All activity is designed to suit people returning to work or those keen to upgrade their knowledge to suit the changing workplace.

*Contact Pat Moss or
Sheila Priest ext: 2762*

Modern Apprenticeships Working, earning, learning

There are 17 Modern Apprentices at Mitcheldean in Engineering, Business and Secretarial functions who include NVQs in their course and work for additional qualification as part of 'working earning and learning.'

*Contact Brian Fowler ext: 1126
for more information*

NVQs - job-based qualifications

National Vocational Qualifications recognise the skills and knowledge won by working at your own job. It doesn't involve examinations or lengthy periods of study at College. Already over 80 Mitcheldean people have been awarded NVQs.

*Talk to your training officers,
Mikela Hale, Dennis Duke or
Brian Long or contact ext: 1340.*

X Teams - learning together

X Teams provide many opportunities for examining the way every individual works and identifying personal development needs. The team helps each member decide how these needs can be satisfied, and supports them in attending courses, undertaking projects, reading books or using 'on the job' training to improve performance and personal satisfaction.

Contact Lucy Adkinson ext: 566

On-the-job training

The easiest way to improve is to take full advantage of the on-the-job training programmes provided for each Business Centre. Around one in three people on site are qualified workplace trainers. Specific training support is available for everyone to develop their own personal skills in their daily activity. *Contact your manager to ensure you make the most of these programmes.*

Mitcheldean Top Teams

Two additional teams with Mitcheldean representatives - the RXM&SC Cross-functional HR Employee Motivation & Satisfaction Survey Support team and the Integrated Supply Chain's Mitcheldean Demand and Supply Process Improvement team - will be competing in this year's Top Teams competition final. They will be joining members of the Low End Printer Business Development team and the DCS 35 Customer Line of Sight Empowered team at the Xerox event at Leesburg in early May.

The Mitcheldean Demand & Supply Process Improvement team consists of John Evans and Paul Kools, Convenience Copiers; Matt Jackson, Garry Greenwood, John Guyver, Jeremy Phelps and Andy Davey, Customer Supply Assurance; John Court and Dave Charley, Materials; and Ian Conway, Process Development and Information Management, Marlow.

The team found that the demand/supply process was lengthy, manual and inflexible, and produced high stock levels to support service levels. The team's aim was to develop a process which was fully integrated and flexible, that delivered faster response times to customers, and coped with demand volatility with benchmark service level and the lowest possible inventory.

The team began by analysing the demand/supply process using a number of different tools, including AdeltaT and QuickJIT. By removing a number of stages from the process, they developed a new, simplified procedure which removed barriers, introduced new processes and replaced the manual elements with a new PC-based centralised database. This resulted in an integrated and automatic process which was fast and direct and involved a partnership between everyone concerned through the use of cross-functional teamwork.

And the results are dramatic. Process cycle time has reduced from 25 to 10 days, process failures have reduced by 55 per cent, inventory has reduced from \$168.4M to \$98.8M, and service level has increased from 81 to 88 per cent.

■ The entire Mitcheldean Demand and Supply Process Improvement team.



Send it packing!

As well as providing treatment when required, our Occupational Health Department aims to point us in the right direction for the good of our health. Last March, they focused on giving up smoking with the slogan 'Send it packing'.

National No Smoking Day was held on 12th March and in support of the campaign our OHD team once again ran a quiz for employees. This year there were ten general knowledge questions and the prizewinners were more evenly spread across departments than previously.

HR manager Robin Fyffe went along to OHD on 25th March to present the prizes and he thanked the contestants for having a go, and the OHD team for "keeping the national spirit of 'no smoking' going."

Winner of the first prize was Wendy Wilson of Interconnects whose answers were 100 per cent correct, gaining her £25 plus a T-shirt.

In the two previous competitions, Margaret Green had tied for third place with GBAS colleague Gill Corin; this

time she moved up to second place with a prize of £15, while Gill came fourth, winning another T-shirt. Pat French (Interconnects) was the winner of the third prize of £10 while a baseball cap went to the only male prizewinner, Alan J. Jones (Printing Systems). And everyone was given a pen.

The presentation took place against the background of a striking display set up by Nurse Sue Venner in OHD.

The message was spelled out too on health education noticeboards



■ James Newman, Jill Bennett, Colin Court and Ginny Bray from the RXM&SC Employee Motivation and Satisfaction Survey Support team. Other team members are Louise McAlister, Ruth Barker, Robert Vernon and Chris Warren.

The process now fully supports the entire supply chain and regular cross-functional meetings, which include people from all key areas, set the parameters and decide the supply plan for the next 12 months.

The RXM&SC Employee Motivation and Satisfaction Survey Support team consists of Louise McAlister, Venray HR; Jill Bennett and Ruth Barker, Rank Xerox M&SC HR; Robert Vernon and Chris Warren from Gloucestershire College of Arts & Technology; and Colin Court, Ginny Bray and James Newman, Mitcheldean HR.

The team's mission was to deliver improved survey communications to help their customers in the Business Centres improve employee motivation and satisfaction.

The team began by understanding exactly what customers were demanding, and identified six key requirements: customers wanted information rather than raw data; information which could be used straight away; concise reports; tools for action planning; communication of action programmes; and information to be distributed electronically.

The team's approach included the use of PC technology, the exchange of information between Rank Xerox sites, drawing on the EMSS experience within the team, and the resources available via the Mitcheldean Industrial Placement programme and the Mitcheldean work experience scheme.

With team members located at Venray, Marlow and Mitcheldean, good communications played a key role in the project, as did learning and sharing, with the team needing to continually adjust processes.

The results of the Employee Motivation & Satisfaction Survey have been impressive across RXM&SC: extremely favourable comments have been received from the team's customers; feedback and action planning scores across all Rank Xerox M&SC sites went up by as much as 17 per cent; the volume of report documents was reduced by 75 per cent; direct survey costs were reduced significantly; and the process was simplified, with process times reduced from the 40 days of previous years to as little as one day in the 1996 survey.

The team considers its achievements to be in line with The Document Company strategy by 'making documents work better' in support of the employee motivation and satisfaction work process and by 'making better documents'.

We wish all four teams good luck in the final.



throughout the campaign. We can't be sure who was converted this time, but Nurse Jacquie Shaw was pleased to tell us that the group therapy classes last year had resulted in four people sending the habit packing.

OHD have some useful literature available to help smokers prepare to quit if they wish to do so, and to give tips on how to stay stopped.

If anyone wants further help or information, they can contact the Smokers' Helpline on 0800 00 22 00.

■ Above Left: HR manager Robin Fyffe with the quiz prizewinners - (from left) Wendy Wilson, Margaret Green, Pat French and Gill Corin (Alan Jones was away at the time)

■ Above: Nurse Brenda McKenna pictured with the eye-catching display in OHD.

'Print on demand' reduces paper

A new 'print on demand' system for operator instruction cards in Electronics has substantially cut down paper consumption, increased employees' access to information, and improved issue control.

"Every time a new batch of boards goes through Electronics' auto-insertion section, an operator instruction card (OIC) is issued containing information about how the board is loaded, components required and placement instructions," explains engineer Steve Jones. "With hundreds of batches going through each day and each OIC consisting of six or seven pieces of A4 paper, huge amounts of paperwork were being generated."

Issue control was also a problem. OICs require constant updating when component part numbers are changed or the design is revised. This often made it difficult for operators to ensure that they had the most recent issue of the OIC.

The Electronics engineering team began to investigate ways of improving the system, and decided to start by converting all the OICs from the Globalview format to a new PC format. "Once this was completed, we started to look for a means of reducing the amount of paperwork, improving access to the information, and simplifying the process," Steve continues.

The team came up with the idea of locating on the shop floor a networked PC with access to all the OIC information an operator would need.

A problem was revealed, however, when an operator from the shop floor was asked to try and use the prototype system in the engineers' office, only to find that a mouse was completely unfamiliar to non-PC literate operators.

The team decided to develop application software that would be more 'button orientated', and to then integrate a touch screen into the display monitor. In addition, the software developed in-house allowed the team to completely remove the need for a keyboard, as well as a mouse, enabling a sufficient level of security for the network.

The resulting interface is so popular and quick to use that the engineers find it easier to view OICs from the shop floor than to access through a file directory system in the office area. Operators, engineers, setters and section managers can all access information held on the network at the touch of a button.

"Since the OICs are updated directly on the network, the information is always current. When operators locate the information they require they can then simply print off a copy on demand or view the information on screen, substantially reducing paper requirements," says Steve.

And what do the operators themselves think of the new system? Operator Lisa Howells says, "It's really good. It's much better and much faster than the old OIC system."

Since the initial release of the system on to the shop floor, several additions have already been incorporated. The OICs for the hand assembly and kitting areas have recently been added, along with a new level of user rights to administrate the system from the shop floor. Within a few weeks electronic Non-Standards Work



Cards (NSWCs) will be integrated into the building, using the Print on Demand system to view and print NSWCs whenever an OIC is requested. A duplicate touch system at the other end of the building is also due for installation very soon.

Beyond this, the team will be looking at reducing the paper further by linking the system to some of the existing monitors on the shop floor, eliminating the need for a paper copy on certain machines. In addition, plans are

in place to introduce mobile electronic clipboards which will communicate directly with the new OIC system, completely removing paper from the shop floor and providing ultimate issue control.

■ Operator Lisa Howells and engineer Steve Jones with the new touch-screen 'print on demand' system.

Those were the days?



Another photograph from the archives and this time it's an office setting. Please call Nicola Jones on extension 1496 if you recognise anyone in the picture or know where and when it was taken.

Obituaries

We regret to report the deaths of the following pensioners:

Frederick Halifax
(80) 2nd January;

Colin Weaver
(68) 5th January;

Karoly Naray
(64) 12th January;

Muriel Dawe
(65) 15th January;

Edward Lucas
(76) 17th January;

Colin Paddock
(58) 18th January;

John Osborne
(81) 23rd January;

Bill Spencer
(75) 26th January;

John Walker
(73) 27th January;

Marjorie Mould
(64) 31st January.

40 YEAR Service Award

On New Year's Day, FRED PRITCHARD joined the select band of those with an impressive 40 years' service at Mitcheldean. (Jan 1 was not a holiday in 1957!)

Ever since Customisation department started up some seven years ago, Fred has been one of the team who customise the DocuTech to customer requirements. "We've had a hectic end of year with great demand for products all year round," he was pleased to report.

In his early days at Mitcheldean he was located in the old maltings

building (now part of MEWS), where he worked as a repair mechanic on Bell & Howell cine cameras. Later he joined the service department, repairing customers' cameras on site. He met and married Margaret, an assembly operator, and they moved to London when the service facility was combined with the Hanover Square emergency centre at Woodger Road, Shepherds Bush.

Among the customers served in those days was HM the Queen ("She had a gold-plated camera") and famous cameramen like David Bailey and Tony Armstrong Jones (now Lord Snowden). "I also dealt with Nikon, Olympus and other makes. One of the strangest orders I had was making a dummy Pentax for one of the Beatles to drop into the Thames in 'A Hard Day's Night'," Fred recalls. "The Queen's Park Rangers social club was next door to us; one of our staff did part-time work there and she got us freebie tickets for the Cup Final and regular matches."

When they returned to Mitcheldean

has carried out all kinds of policing duties, from street patrols to attending events.

Mervyn was at one time a darts player and played for the Ashburton 'B' side in the Ross & District League. But he's given that up too.

Last year he got married for the second time - to Diane who, like himself, works in the Asset Recovery Centre.

He has worked in a variety of assembly operations, starting with our first copier, the 914 machine, and continuing on high and low volume

coming to grips with a wheelchair. "We're converting our garage into a bedsit for when he is able to come home," Leighton told us.

There's recently been happy news, however; their married daughter Sharon, who has been in the police force at Cheltenham for five years, has recently given them twin granddaughters.

Leighton started at Mitcheldean as an inspector in the machine shop; after over 12 years in QA he joined the tool and cutter-grinding section, subsequently working as a setter on the Burkhardt & Weber machining centres. He returned to QA in the '80s on 5028 inspection, following this with some months in PQA.

In 1990 he did seven weeks' training at Welwyn prior to joining EMC in its transition to Mitcheldean, and he's been a setter in auto insertion ever since.

Leighton likes to fish and is a member of both Newent and



■ Fred Pritchard

in 1967 he took up copier assembly work, like his mother Sadie, one of our retired long-servers, while Margaret moved into central records. Later he switched to recycling our first laser printers.

Margaret left in the mid '70s to raise their son Noel, now 22 and working for RCX Technology in Building 11. (Noel, incidentally, plays lead guitar for various rock bands.)

Fred used to play soccer for Mitcheldean, but his allegiance later changed to rugby and today he supports the local clubs.

models, with spells at Lydney and in spares and harness assembly.

Prior to joining the Centre, he worked in spares packing which was formerly in Building 13/2, so he didn't have to change location when he changed his job.

Mervyn has two sons, both in the catering business - John is on the management side, while Richard is chef in a Ross restaurant. He also has a married daughter, and he and Diane now have seven grandchildren between them.

■ Top right: Mervyn Goode (35 years) and right: Leighton George (30 years)

Gloucester United Angling Clubs. Happily it's a hobby he will be able to share with Stephen - "They're adapting a rod specially for him to hold."

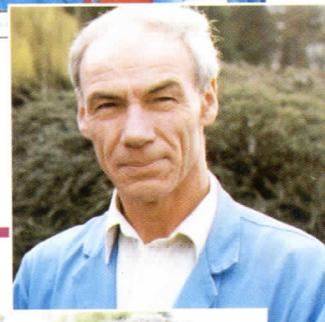
GRAHAM HOOK, widely known as 'Hammer' (a nickname which stems from his footballing days), works in Reman. building 5018/28 machines. His brother Terry, too, is a 'Reman. man' though he's an inspector.

Graham has worked on the build of a number of models, from the 813 onwards, becoming a stand-in on the 9000 family. Since that time, with the exception of a few months at Lydney, he has worked on the refurbishing of high volume machines, and on 5046 asset strip prior to joining Reman.

The Hook family once made up a footballing quartet with Graham and Terry, plus brothers Royston (who worked in 914 assembly before Graham joined us) and Raymond. As well as taking part in former RXMP interdepartmental football competitions along with Terry,

In his beautiful garden on Plump Hill he has a well and an old dew pond which is a regular visiting place for some mallards. "We know they are the same families because they have the same habit of knocking on the kitchen door for scraps. The ducks raise a couple of hatches a year and the ducklings have their first swim on the pond."

Fred also has two dogs - a labrador and an Alsatian cross. The latter is a new acquisition and "we could have problems when the ducklings hatch!"



■ Another 30-year man, Graham Hook.

Graham was well known in local football circles, having played for Cinderford, Broadwell and then Hilldene FCs. Unfortunately his footballing career came to a halt when, in 1975, he broke his leg during a game; but he still takes an interest in local matches. His uncle, the late Ken Hook, was a first-aider at Mitcheldean until his retirement, and his skills were called upon occasionally on the field too.

35 YEAR Service Award

After some 14 years or so as a 'special' in the West Mercia Constabulary, MERVYN GOODE has hung up his cap. During that time he

30 YEAR Service Awards

LEIGHTON GEORGE is a member of the pilot Auto-Insertion X Team in EMC, who have been reviewing existing procedures and finding smarter ways of operating. "Getting together isn't easy," says Leighton, "since we work three different shifts." But they're making progress.

Things have not been easy for him and his wife Christine either. Two years ago their son Stephen had a serious car accident (due to a sudden brain haemorrhage). He is now in a rehabilitation centre in Oxford and

25 YEAR Service Awards

Formerly a carpenter, ALAN WORSFOLD has spent his quarter century in a production control role. He progressed from sub-contracts chasing to material analyst; then some 14 years ago he moved on to the purchasing side. Today, as one of a team of six, he buys plastic parts for current products, at this time concentrating on those sourced from the USA.

He's travelled 'over there' and to Germany, and recently was involved with the move of one of our major suppliers Hanning

she works for a Gloucester accountancy firm and is studying to be a chartered accountant. Son Peter is in his final master's degree course in electronic engineering at Swansea University.

For many years Alan was a keen fuchsia grower and had about 25 different varieties which he grew and sold. Now gardening has given way to golf, though Alan sees his efforts so far as "just hitting a white ball around a field".

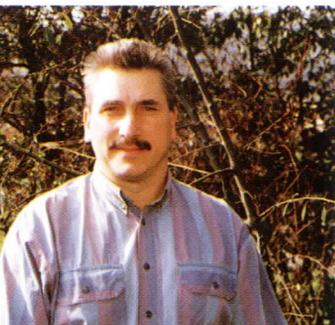
GLAN JONES joined as a planning engineer, first working on the 4500; then from the end of the '70s until 1984 he was a senior manufacturing engineer on harnesses.

He spent the next five years in the Training Centre, working with 1025/38 main line people. "The Open Learning facility started up while I was there and I enjoyed helping students with the computer-based packages."

Glan also spent 18 months at the Welwyn pilot plant, training FRT people on the 5046, and that led to a couple of three-week assignments in Rochester.

He also went east in 1989 - to Bulgaria with Roger Trigg to train Russian engineers on the 1025/38. "We were based in Plovdiv, Bulgaria's second largest city, for ten days, which gave us a weekend to see something of the country."

The following year Glan got back 'into harness' in Interconnects, having been



Malcolm Robertshaw too has completed 25 years' service.



A 25-year trio - Sandra Cooper, Adrian Worsfold and Glan Jones.

Plastics to Building 1, so many parts which used to come from Germany are now made on site, greatly reducing lead time and eliminating transit costs.

There's another 'Worsfold' in our telephone directory - that's Alan's cousin Percy who works in the Document Technology Centre in Building 9.

Alan's wife Valerie was once secretary to former personnel manager Royston Charles until the arrival of their twins, now aged 21.

Daughter Deborah has recently gained a 2(i) degree in management science and mathematics;

promoted to section manager. Recently he reverted to a training role for six months when he and Dave Adams developed NVQ courses for the department.

Glan has been associated with various rugby clubs in Cinderford and Ross-on-Wye over the years and is currently a committee member of Ross RFC.

If you've attended any shows put on by the Phoenix Players in Ross, you've probably seen Glan's wife Sue taking part. She and Glan have two daughters - Rachael who is 24 and 16-year-old Amy.

SANDRA COOPER was a

Right: All with 20 years' service (l.to r.): Gerald Townley (LV Reman), Francis Reed (D&C), Ron Dixey (LV Reman), Kim Davies (Paint Shop), John Jones (Fuser Rolls), Adrian Holder (LV Reman), Jim Ahern (Control).



20-year group - Colin Wheeler (Customise), Marleen Meek (Interconnects), Phil Corin (Control), Dave Roberts, Colin Morgan and Phil Rayne (all from Convenience Copiers).

Another 20-year group (from left) - Sean White (Convenience Copiers), Brian Brown (Printing Systems), Ray Whittington (Spares Pkg), Mike Barnard (5047).



'quality calendar girl' in 1992, when she was pictured with her beautiful pedigree Persian cats. That was the year when the theme of people's hobbies was allied to our quality performance.

She's still crazy about cats, and has seven - "But I don't breed them now and I don't show them. They're purely my pets."

Apart from an early stint in the paint shop, Sandra has always been engaged on sub-assemblies. She worked on the 4000 and 9000 families, the 10 Series and lastly the 5046/47 until, just over a year ago, she joined the Asset Recovery Centre.

Both Sandra's parents worked on site for nearly 20 years.

Known as 'Chalky' ever since he joined us, MALCOLM ROBERTSHAW has moved upwards along with the size of the machines he's worked on. From being a shop marshaller in 660 assembly, he became a line operator, then a snagger, on the 4000, staying with that family until it finished. He spent two

weeks in Lille helping to set up a 4000 refurb line there.

Moving across the site to the Ridge, he was involved in refurbishing the 1065 which also went to Lille.

On his return he started working on the first of our laser machines, the 9700, and has stayed with high volume printers ever since, from the 5090 to the very latest - the 5690, which has power-saving automatic shut-off - as well as the DocuTech range.

Chalky's son, Adrian, now works on site, in EMC stores; he also has two daughters and three grandchildren.

Having given up playing football, he follows Aston Villa and Lydbrook 'Thirds' (an 'in' joke). His major interest, however, is horse-racing and "I've been a Cheltenham fanatic for about 15 years on the trot!" The Cheltenham Festival in March is the highlight of the year for him and his ambition is to have joint ownership of a horse. He doesn't mind which joint!

OTHERS WHO QUALIFIED FOR 20-YEAR SERVICE AWARDS IN RECENT MONTHS ARE:

HR - Pat Drinkall. **Group HR** - Jill Bennett.

Convenience Copiers - Mike Davis, Alan Hagggar, Chris Johnson, Terry Knight, Yvonne Miles, Alan Phillips, Sandra Sherwood, Roger Taylor.

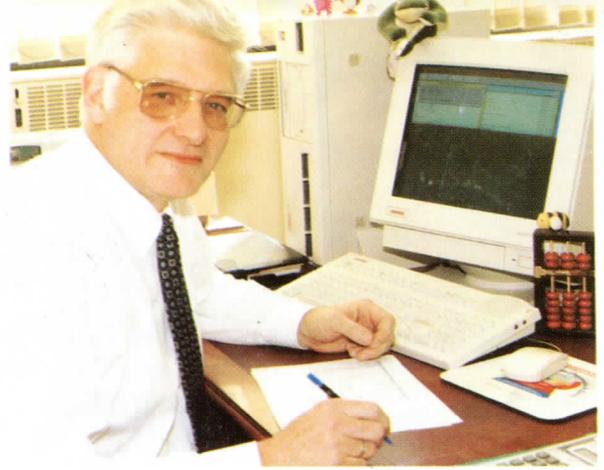
Printing Systems - Gareth Clowes, Gordon Hemms, Alan G. Jones, Alan J. Jones, Roger Payne, Dave Powell, Mike Rouse, Joan Wilce.

EIBC - Lewis Brooks, Doug Brown, Steve Zimmermann.

Asset Management - Norman Cage, Mike Holder, Larry Stanton.

Works Engineering - Wilf Jenkins. **Materials** - Shirley Atkinson, Terry Cooling, Ray Roberts, John Whitney, Ula Woolley.

Profile - Dave Charley



■ Dave Charley

"I'm a great believer in debunking technology. I prefer to unpack the opportunities and leave the jargon in the box," says Dave Charley. Hence the line-up of jokey little figures on his computer which bring a bit of visual humour into work. (Business and humour don't have to be a contradiction in terms!)

"The frog is to remind me not to jump to conclusions. As for the bumble bee, if anyone comes in and says something is impossible, I point out that it's said to be aerodynamically impossible for a bee to fly, yet it does, by effort and accident if not by design."

Dave came into industry by accident, in fact. He'd always wanted to be in the police force and started as a cadet. But a severe accident when playing rugby arrested those hopes, and instead he spent eight years in the machine tool industry as an estimator.

He also went to night school and gained his HNC in mechanical engineering plus an endorsement in industrial engineering.

Since he lived in Coventry, it was perhaps inevitable that he would move into the motor industry. Joining Jaguar Cars in 1967 as a work study engineer he was involved in the launch of the XJ6, working on the mounting track (where they put the body on the wheels) and in the trim shop.

While here, through night school and day release, he added to his qualifications - in Organisation & Methods.

Cruising across to Chrysler UK, he gained further industrial engineering experience in the materials management and maintenance indirect functions.

The two years before joining us at the end of 1971 were spent in Cornwall with English China Clays, where he was responsible for all engineering work study activities. "I enjoyed being in that beautiful part of the country, and it was largely the Forest of Dean surroundings which persuaded me to come to Mitcheldean."

From being an industrial engineer within materials management, he was promoted in 1973 to manage our production stores.

"In those days we had three satellite production areas and four storage areas. That added up to 1 million sq.ft off-site including 28,000 sq.ft of stillages."

Having improved the systems and processes, he moved on to resource planning which embraced direct and indirect manpower planning and control systems, as well as responsibility for all industrial engineering within the indirect function.

Basically "a planning guy", Dave spent the next seven years concentrating on the site strategic plan and the supply/demand process. During this time he developed the space planning initiative to release facilities for the MEWS workshops, officially opened in 1984.

A highlight of his career was when, in an FPP role, he took over joint management, along with Xerox's Claire Hauenstein, of our first National Integration project - the transfer of the majority of material for the 1012 away from the Far East vendors to our European supplier base. This was achieved in the record time of nine months and won the team a Xerox Excellence award, a happy spin-off of which was the donation of £9,200 to local charities.

The project also boosted Dave's travel record. "I don't know just how many times I've been to Japan and the USA, not to mention a hundred plus trips across Europe. But I enjoy travelling."

The NI project brought an influx of harness assembly work into Mitcheldean. "Within those nine months the staff count rose from 9 to 280 and we spilled over from Building 5 into Building 6/1 before moving into the present location of 3/2," says Dave, who was appointed manager of harness assembly, since renamed Interconnects Operations.

Dave later switched to refurbishing operations for two years. Since 1990 he has carried out a business process development role, heading up inventory planning and configuration control. Additionally during 1992/3 he was "roped back into doing the FPP job as a joint effort with Peter Street."

He had a back-breaking time in 1994 - nothing to do with the job, however. He was doing a bit of DIY on his roof when he fell, breaking his back in two places. "I probably did more damage to the garage," says Dave.

He is unstinting in his praise for Mitcheldean staff. "They were brilliant in giving support to my wife and myself. They came to visit me in hospital, brought me a lap-top and we had meetings either at the hospital or at my home."

Nevertheless, for someone who likes to fill every moment with activity, this was a trying time for Dave. "We had satellite TV at home and I realised one day that for half an hour I had done nothing but watch synchronised swimming."

He wanted to get back in the swim himself, and he eventually convinced the medical experts he could take up work again. It was fortunate that his wife, Diane, is a physiotherapist, so she was well qualified to oversee his care.

Based at the Dilke Hospital, she specialises in paediatric work and for the past 20 years has treated most of the child cases in the Forest.

They have two sons. Simon, the elder, works as a fitter at Dowty's (he's almost 7ft tall!); he is married and has two daughters, Victoria and Emma. Their other son, Stephen, teaches physics at a North London school.

Back at work, Dave took up support activities once more within the materials department and for the past year has combined the imports section with his inventory/configuration control responsibilities.

While home activities such as DIY and gardening have been curtailed, Dave enjoys watching on TV the sports in which he once participated - baseball, cricket and cycling. "We go caravanning on the Continent and my ambition is to follow the Tour de France. We also have two dogs to exercise - a labrador/collie cross (he's a psycho!) and a Lassie-type rough-haired collie."

Dave confesses to being a voracious reader, particularly of industrial history novels and whodunnits.

But even that's not enough to satisfy this workaholic. Not having had the chance to go to university in his younger days, he's embarked on an Open University course in mathematics (the abacus on his desk is purely a souvenir of his travels!).

"I wish I had done it years ago. I'm now in my second year with another three to go. I study about three hours a day and I often sit up into the small hours."

As Dave points out, there are so many opportunities today - and opportunities bring benefits. "The company is always in a state of continuous improvement and the good thing about that is that it provides the chance to progress, to travel, to make contacts and to develop closer relationships with our customers."

"I think Mitcheldean's future will continue to be as exciting as the past 25 years."

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