

Vision

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A challenge and an opportunity

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Cover shot: Document Centre 220/230 production



THE DOCUMENT COMPANY

XEROX

Rank Xerox to THE DOCUMENT COMPANY XEROX

On 30th June 1997 Rank Organisation shareholders gave their approval for Xerox to buy the remaining shares of Rank Xerox Limited held by The Rank Group. While it is an important marketing opportunity for the Corporation, there will be no operational changes as a result of the share acquisition. "As we have been managed by Xerox for many years and our culture, management process and operations are homogenous, it will be business as usual for us all," said Bernard Fournier when the news was first announced on 6th June.

Bernard continued, "From a marketing point of view, there are significant opportunities for us. The consolidation will enable us to get maximum synergy from a common name and it will remove the confusion that sometimes exists between Rank Xerox and Xerox. With a consolidated brand in the marketplace, we can release the full global power of what Xerox means to our customers."

The first visible difference will be a change to the logo, followed by a change of name of the international company to Xerox Limited at the end of October. The names of the operating companies will change by simply removing the word Rank from the title.

As new signage, stationery, printed materials and vehicle livery are produced for Mitcheldean activities, we will be introducing 'The Document Company Xerox' logo. The new logo will be progressively included in all documents as they are renewed or reprinted.

Corporate Affairs are maintaining a hotline for anyone who needs more information, on Intelnet 8666 2702.

One organisation for European manufacturing and supply chain



■ Gerry Lane



■ Wim Appelo



■ Chris Clarke



■ Robin Fyffe



■ Jan Grijmans



■ John Guyver



■ Kevin Horrobin



■ Fred van Kampen

A new integrated organisation has been created to run all aspects of manufacturing and the supply chain so that we support our customers in the European market in the best possible way. Headed by Frans Stollman, there are now two principal European operations; manufacturing led by Gerry Lane, and supply chain led by Nico Timmer.

The first announcement by Frans Stollman in March outlined the new organisation. This covers activities at Mitcheldean as well as Venray and Marlow.

Frans Stollman sees opportunities for everyone in the new structure. The integrated European manufacturing business needs and depends equally on both Mitcheldean and Venray for its future. Both sites provide essential manufacturing services and we need both working well together to meet the needs of Xerox in Europe and throughout the world.

Gerry Lane sees a real benefit in the new organisation: "Business centres in both locations have competitive best practices and they provide a great opportunity to learn from each other, so that our progress is driven by our joint desire to achieve and develop our people."

"The new organisation will provide more opportunities to exchange people and skills between the various business centres, and will bring with it more flexibility," says Robin Fyffe, "and we will continue our efforts together to move closer to the market and our customers."

All in all, the new organisation gives more openness, more flexibility and more personal opportunities for everyone within the manufacturing and supply business centres.

The European manufacturing team, led by Gerry Lane, now includes Chris Clarke European Fuser & Frames Business Centre, Jan Grijmans manager Systems Assembly (Venray), Kevin Horrobin manager Systems Assembly (Mitcheldean), Frans Vola manager CRU/PMS Customer Replaceable Units/Plastics Manufacturing Service) Business Centre, and Yves Zucconi manager European Electronics Business Centre (Mitcheldean and Venray).



■ Phil King



■ Frans Vola



■ Yves Zucconi

Finance and human resources are also being reorganised to support the European structure. Wim Appelo will be responsible for finance, while Robin Fyffe will be responsible for human resources. Phil King will be responsible for business quality, while John Guyver and Fred van Kampen will manage customer supply assurance for Mitcheldean and Venray respectively.

Site operations at Mitcheldean and Venray will be managed by site policy committees. Robin Fyffe will have executive responsibility for the committee at Mitcheldean while Sjeff Litjens will take the same role for Venray.

A challenge and an opportunity

DC 220/230 (Hodaka) series multi-function products have really excited our customers. First reviews from the market tell us that these new digital products are just what Xerox customers want.

■ Mark Mungenast (centre) visiting the DC 220/230 assembly lines.

Good though the reviews are, the parallel introduction of DC 220/230 and 5818 in Building 1 has generated an immense effort to fulfil customers' demand for products. The eastern half of Building 1 has been replanned to take new build lines for DC 220/230 and a massive training programme has been under way to bring everyone up to speed with new product designs, new production methods and new processes. This has followed on quickly behind similar activity on 5621 as a result of customer demand.

Mark Mungenast, director ODPG (Office Document Product Group), visited Mitcheldean on 3rd July to understand the enormous changes introduced to meet the customer requirements, particularly for DC 220/230 series.

Mark and his colleagues from Northern Region and Central Region came to Mitcheldean to focus on the DC 220/230 production process and understand our Customer First strategy.

DC 220/230 family is a totally different type of product, and the whole organisation and process have changed to meet our customers' and end-users' needs. Our priority with DC 220/230 is to build-in customer satisfaction throughout build, delivery and installation.

Mitcheldean vision, strategy and processes are well matched to the enormous challenge

As all products are now built to order, the first priority is order accuracy. A computer-based system takes daily orders from our customers across Europe and establishes an accurate specification for each machine. Precise and



accurate instructions are prepared for production planning and follow each machine throughout the process, as it is built to order, to ensure that our customers' needs are met.

Building to order also means that a flexible manufacturing process, allied to multi-skilling, is vital for efficient, competitive production. Quality is maintained at a high level by assembling quality-assured modules and sub-assemblies and giving every

delivery network. Daily communications with Entity Logistics ensure that order progress from Mitcheldean is monitored.

Every machine produced is matched to the requirements of a site survey and includes complete instructions, in up to eight languages, for easy installation, use and maintenance. The installation kit with each product is designed to meet customers' requirements from day one.

Customer care is one of the main priorities. The DC 220/230 team maintains constant contact with customers to make sure that customer satisfaction is maintained.

Mark Mungenast toured the facility to gain a full understanding of our process, and was given presentations by the team. Kevin Horrobin briefed the visitors on strategy, while Jane Meek reviewed the order management process. This was followed by discussions with John Guyver and the CSAM (Customer Supply Assurance Management) team.

Feedback from Mark after the tour and presentations indicated that he was confident that Mitcheldean vision, strategy and processes were well matched to the enormous challenge.

Mark Mungenast recognised that the challenge was considerable for everyone, but felt that Mitcheldean had the right strategic processes and people to meet it. He emphasised that DC 220/230 represented a major opportunity for Xerox. "We have a two-year lead over the competition - we have a window of opportunity which is unlikely to be repeated." His final words were, "We are in this together."

Best Factory short-list

EIBC has been short-listed for the 1997 Best Factory Awards. The audit team for the awards spent the whole of Monday 14th July at Mitcheldean, examining the manufacturing process in Building 4. The audit team included Professor Colin New, Professor of Manufacturing Strategy, and Mr Marek Szwejezeski, Senior Research Fellow, both from Cranfield School of Management, Mr John Budgen representing the Institution of Electrical Engineers and Dr. Malcolm Wheatley from Management Today, who sponsor the Best Factory Awards.

Mel Alder, who was co-ordinating the visit for EIBC, said, "We are very pleased to get this far in the award process. It is clear recognition that our standards of performance are well regarded by British industry."

Award results are due to be announced later in the year.

■ Guy Rainforth (right), with the audit team.



How good are you at teamwork?

Why not try this quiz as a bit of fun?

Choose the best match from answers A, B, C for your team:

Q1 Do we speak openly and honestly with each other?

- A) We always speak openly about all issues affecting the team and what we say is always truthful
- B) We sometimes speak to each other about issues in an open and honest atmosphere
- C) We never speak to each other, let alone honestly or openly

Q2 Do we listen to each other?

- A) We listen to each other most of the time but not always when it matters
- B) We listen to each other all the time because it makes for an effective work environment
- C) We never listen to each other, no one has got anything important to say

Q3 Do we give recognition to others when appropriate?

- A) We never say "well done" to each other, that is our manager's job
- B) We sometimes pat each other on the back and make sure the team member knows they have done a good job
- C) We always acknowledge each other and recognise each other's achievements

Q4 Do we listen to the suggestions of others?

- A) We sometimes listen to some suggestions from team members
- B) We always listen to each other's suggestions and often use them to put improvements in our processes
- C) We never listen to each other's suggestions; they are never as good as our own individual ones

My Team

Do we BEHAVE WELL WITH EACH OTHER?

- Do we speak openly & honestly?
- Do we cooperate with each other?
- Do we listen to each other?
- Do we try to understand one another?
- Do we resolve any conflicts amongst us?
- Do we give feedback to help each other improve?
- Do we give recognition to others when appropriate?
- Do we make good use of the differences between people?
- Do we listen to the suggestions of others?

HOW DO WE GO ABOUT OUR WORK?

- Can we be counted on to deliver commitments?
- Do we work together to improve our work processes?
- Do we share resources?
- Are we always on the lookout for alternative resources?
- Do we use quality tools in our work: QIP, PSP?
- Do we take the initiative to get information we need?

HOW DO WE WORK WITH OTHER GROUPS?

- Do we understand the needs of our customers?
- Do we cooperate with other workgroups?
- Do we know how our and others' objectives fit together?

How did your team do??

Scores for your answers by question
 1 (A) 5 (B) 3 (C) 0 2 (A) 3 (B) 5 (C) 0 3 (A) 0 (B) 3 (C) 5 4 (A) 3 (B) 5 (C) 0

If you scored from 15 to 20:

Excellent! You are working together as an effective team and valuing each member's contribution. Keep up the good work.



If you scored from 8 to 14:

Well done! You are working towards effective teamwork behaviour. There is still room for improvement.



If you scored from 0 to 7:

Oh dear! Your team doesn't seem to be as far developed in its behaviour as it might be.



No matter what your score is, use the posters and cards currently being distributed around the site, to help enable better teamwork. They have been designed to remind us of the many different patterns of behaviour we show in our teams that affect our motivation & satisfaction at work.

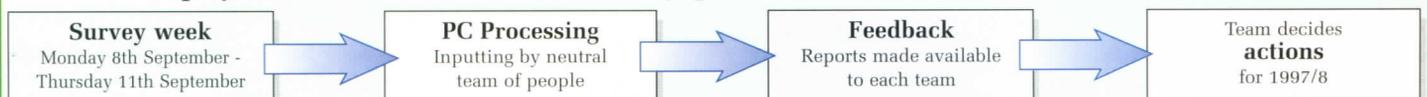
The team card consists of 18 questions which can be grouped into 3 sections:

- 1) How do we behave with each other?
- 2) How do we go about our work?
- 3) How do we work with other groups?

It is common sense that the way we work together is going to affect how satisfied we are as individuals and teams at work. It is something that each of us can change for the better.

If you read the card carefully you should notice areas where we can all do more to improve our satisfaction at work. If you have not received a team card and would like to obtain one then please ring Ginny Bray on ext. 2388.

You may be surprised to learn that the questions featured in our quiz and on the team card come from our Employee Motivation & Satisfaction survey questionnaire. Our next survey is in September.



First Customer Champions for Mitcheldean

The first three Mitcheldean people, Pat Burke, Lyndon Merrett and Simon Derricutt, to gain Customer Champion awards won theirs from a customer - Office Document Product Group. In this case the awards were given for an exceptional achievement in solving critical problems.

Identifying the root cause of problems and engineering practical solutions are essential skills in all manufacturing operations. Sometimes problems are very difficult to solve because many complex interactions take place in unexpected ways. A typical problem of this type was discovered on 28th November 1996 when a Convenience Copiers team identified failing scan drive PWBAs which were imported from the Far East to build into Mitcheldean machines.

An intense and complex investigation was mounted by Simon Derricutt, Lyndon Merrett and Pat Burke. This involved observation of machine operations, measurement, configuration evaluation, analysis, simulation, and many hours of machine testing, as well as contact with US design teams.

By 7th December 1996 (Saturday), the team identified the root cause as a static discharge from a scan drive shaft - this introduced a voltage spike which caused transistors to fail. This prompted a production modification to earth the scan drive shaft and eliminate a potentially costly and serious problem which could have damaged customers' perception of the product and the company.

Kevin Horrobin manager Systems Assembly, Mitcheldean is seen here, presenting the Customer Champion award on behalf of ODPG to Pat Burke. Kevin recognised the whole team's dedication to 'Customer First' and congratulated Pat on his achievement. Simon and Lyndon received their awards earlier in the year at Welwyn from Emerson Fullwood vice president ODP/Office Copier Business Unit.

25,000 smiles a year

Every time the Tannoy calls you know it's Doreen Davis, Maureen Ingram, Pam Andrews, Barbara Bullock or Jackie Drinkwater - but what you don't know is the scale of the task that faces reception.

Between them the reception team welcome all visitors to Mitcheldean, on average 100 every working day - more than 25,000 each year. The lion's share of smiles has been delivered by Doreen, who has spent 19 years on reception. You could say that reception team's performance target is 25,000 smiles a year. At the same time as receiving visitors, calls are constantly coming through, at a daily average rate of more than 300 per hour.

Members of the reception team must be the only people on site who smile at least ten times every hour, while completing a host of other tasks, such as handing out security badges, directing visitors to car parks, revising and updating telephone directories, programming the message makers, answering queries about people, places and services, and still smiling throughout - day in, day out.

Demanding though reception's task is, there is another, not so visible, but equally demanding side. Mike Whyham, who runs Roytel, which provides the reception services and manages telecoms on the whole site, is also responsible for system maintenance (with EDS) of tens of thousands of wires, 10 km of cabling and joint connections and the operation of every telephone on site. The three telephone switchboards include 25 BT lines, 30 Mercury lines, 30 Intelnet lines and over 1,000 telephone extensions supported by reception throughout the Business Park.



■ Barbara and Doreen (right) in reception (inset: Jackie)

■ Below: Mike Whyham and Graham Bailey

Reception and the allied services provide the ultimate in 'pressure' jobs, as everyone in the team will tell you. Any telephone problems are passed to Graham Bailey, who maintains telephones and all the associated systems (telephones, message makers, clocks, public address and even the music for the assembly areas). Any defect in any one of these systems produces an instant requirement for attention.

Another little recognised function is the management of the fax traffic; three fax machines, operated by the reception team, support the site, in addition to the local machines in offices and production areas. One machine is on a Mercury line with a high speed modem for outgoing calls, one has a BT worldwide number (mostly for incoming calls) and one is on Intelnet for incoming and outgoing calls.

Like any team on site, the telephone service has exacting quality and performance targets - in this case it is



■ Maureen at the directory computer with the fax machines

measured in time taken to answer calls - currently within five seconds. Graham Bailey must respond within four hours or less to any handset or line failure on site.

Mike Whyham, who took over the business from Roy Brooks in 1994, says the main strategic problem, as with all site services, is knowing where everything is ... and making capacity available as voice and especially data traffic continues to climb. The main operational problem is still up-to-date information. If you haven't told Maureen Ingram, reception supervisor, that you've moved, the reception team won't be able to find you without misdirected calls, unnecessary public address announcements or additional calls to other people. It all costs time and

money, and reduces outside callers' perception of our service, so if you really want to help reception to help you, tell them if you move or change your extension number. It also helps to advise reception of large meetings, holidays, transfer and exchange arrangements.

The reception and telephone team have a total of 79 years' service between them - if you work that out in smiles it's more than 200 smiles a week each. Just think, starting now, reception will have delivered more than 50,000 smiles before the Millennium!



Towards a European company

Customer First



■ Left to right: Sjoerd Janssen, Marc van den Biggelaar, Paul Kools and Louise McAlister

The recent announcement about the new European organisation is the natural result of developments which have been taking place over recent years. In fact, there has been a regular interchange of people between Mitcheldean and Venray for some time.

This interchange was formalised last year as the European Exchange programme, when Louise McAlister (HR), Brian Jannetta (Convenience Copiers), and Tim Green (Printing Systems) moved to Venray while Paul Kools and Marc van den Biggelaar moved to Mitcheldean.

The European Exchange programme was designed to give people throughout the company the chance to develop their careers and aid understanding of the various different parts of the European activity.

While these five were 'official pioneers', many other people have moved, formally and informally, between the UK and Europe and between Mitcheldean and the various other European operations. This includes IOP (Industrial Overseas Placement), such as Sjoerd Janssen who is now in Printing Systems, core staff, like Pascale Janssen (no relation) who has just joined Purchasing, Gertie Baglin, who married Danny Baglin (EIBC), and now works in Human Resources, Pascale Bouchard in EIBC, Lucie Duvergé in Purchasing, and Yves Zucconi, manager of EIBC.

Louise, who returned from Venray to join Asset Management as HR manager, enjoyed her time at Venray. She says it really broadened her knowledge of the company and Europe. The main problems she encountered at the start of the assignment were with the language. For instance, shopping and eating out are difficult if you cannot read any Dutch. However, Louise says her command of Dutch improved markedly after ordering several unexpected dishes to eat!

Brian Jannetta and Tim Green are still in Venray, while Paul Kools and Marc van den Biggelaar are still playing a vital role in operational support in Convenience Copiers and Printing Systems respectively.

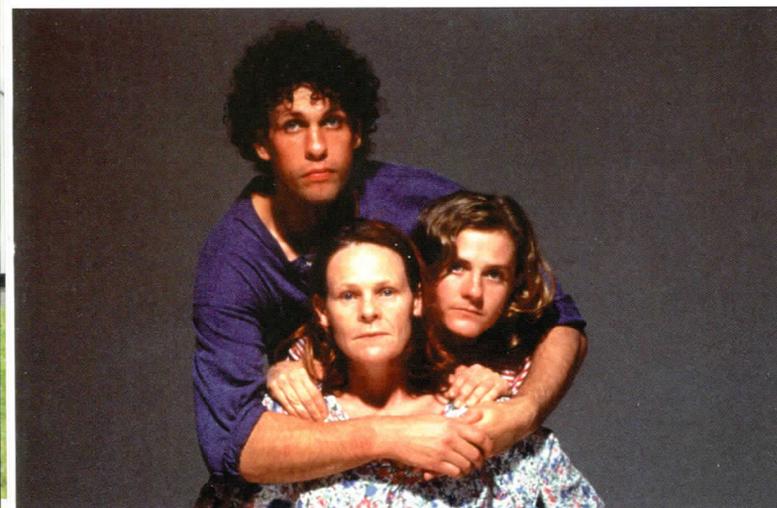
All the European Exchange group have taken the opportunity to travel as far as possible. Marc, for instance, has enjoyed trips to The Lakes and Scotland. Marc and Paul both remarked on the friendly reception they have received both at Mitcheldean and during their travels throughout the UK.

"The European Exchange programme is rewarding to the people involved and an important part of working together," said European manufacturing resources manager Robin Fyffe. "It is just the start as far as the company is concerned. As the new European organisation develops, there will be many more opportunities for all of us to work in a European context. We are now, more than ever before, working in an international environment, and exchange opportunities are an excellent way of improving understanding between the various business centres in different countries; helping us all work well together now and in the future."

Marc concluded, "Paul and I have enjoyed working at Mitcheldean. Britain has been very friendly and the work here has been challenging and rewarding - we all share a common business culture. I am sure people moving either way will have a valuable experience and make many friends."

Rank Xerox sponsors dance summer school

The Document Company is one of the sponsors of the 1997 Ross-on-Wye International Festival, 15th - 25th August 1997. The special project supported by Rank Xerox is a dance summer school available for all ages from 7 upwards. The summer school is being run by innovative Australian dance group Legs on the Wall.



■ Legs on the Wall

"The company likes to be known as an elite group of athletes, and it is a real delight that the company will be in residence to direct three weeks of classes. The courses are demanding and I think the boys and girls will enjoy the emphasis on leaping, tumbling, rolling and balancing as well as theatrical and dance aspects," says Helen Wragg, festival and school organiser.

The summer school is open to people of all ages including pupils or teachers on school holidays, students studying in the performing arts, or energetic fitness enthusiasts. Local people are participating in three teaching groups; a day school (for all ages), an evening group (for people aged 16+) working on a special section to go into the final performance, and a junior group (for 7 and 8-year-olds).

X Teams

Two new teams broke through recently to achieve full X Team status. The teams both achieved major milestones. The team from Fuser & Frames Business Centre was the first management team, and the autoseeters from Building 4 were the first team from EIBC.

The Fuser & Frames team involved the complete management team, consisting of Chris Clarke, Chris Barnard, Tony Wood, Ferruccio Marangon, Pat Shaw, Jerry Hatch, Dave Scott, Malcolm Norris, Robin Richardson and James Newman. The team underwent a searching review by Frans Stollman,

Digital pictures save time

Steve Jones and Dale Martin Parker from EIBC developed a new process for creating circuit board overlays using the latest document technology - and produced savings in time and money while improving quality.

Every circuit board produced in Building 4 is checked using a clear acetate overlay to ensure that all components are placed correctly. Originally the overlays were made by a photographic process, carried out by a sub-contractor working with Dale Martin Parker. Each time any production modification was made a new overlay had to be produced. In many cases up to four overlays were required for each board to cover both top and bottom sides of the board and allow for dip and axial component insertion.

Working with Dale, Steve Jones developed a digital method of handling the whole overlay production process. First of all a circuit board is scanned to produce a digital image. The scan is imported into the common PowerPoint program available on all PCs at Mitcheldean and appears as a computer image on the screen.

Component positions are marked on the image and highlighted to meet production and test requirements. Then the finished overlay is printed on acetate using a Xerox printer. The acetate sheet is then laminated and attached to a rigid metal frame ready for use by the shop floor.

Each time a modification is made, the computer image can be displayed, the alteration made 'on screen', and then printed out on acetate.

Production time for overlays has been cut from days to hours, and accurate acetates are easily available 'in-house' to meet any production requirements - and this, says Dale, 'has substantially cut costs as well as improving our quality levels'.

The new technique has already been used to prepare acetates for over 100 circuit boards. It played a major role



Steve Jones and Dale Martin Parker

in speeding up the development of circuit boards for DC 220/230 and several other new product projects in the pre-production phase.

Steve Jones commented, "The new process uses standard technology, it's easy to correct mistakes, easy to trouble shoot and because we can keep the whole process digital, is quick and responsive and very flexible."

There is even an environmental benefit. As the change in acetate production methods was made, the wooden frames were replaced by more accurate metal frames which can be recycled many more times to reduce waste - and the use of high quality wood.

Footnote: Electronics is not the only business area to apply computer technology to replace conventional photographic techniques. The photograph illustrating this article was taken by Terry Darrington using an Olympus digital camera. The images were captured as a digital file, transmitted via the Xerox Intranet to Vision's editorial team who, in turn, matched them with the text, then transmitted text and pictures via the Internet to designers who combined the digital text and the digital image to produce this article.

breakthrough

Rob Harris and Colin Court, covering all parts of the business operations and the team's understanding of the business, and exploring the difference between the team as an X Team and other management teams.

Chris Clarke commented, "Team members now work together in a much more cohesive way, and as a single unit rather than a group of separate units. It is a major step forward in our mission to create a 'more positive' work environment throughout the business centre."

The EIBC autosetter team was one of four pilot X Teams set up in June 1996. The year had its share of difficulties, not least because the team covers three shifts - making meetings problematic to say the least. Even so, the team feels it has been worthwhile and the breakthroughs

are tremendous. The team now measures its performance in understanding customer requirements and acts accordingly. The decision-making ability of the team has increased, with team members getting involved in the selection of new people in the team, and assessing the feasibility of new products.

Members of the EIBC autosetters X Team are Trevor Foxwell, Lee Davies, Leighton George, Mike Evans, Colin Standing and Martin Boosey, with sponsors Mark Stevens and Pete Dalton, pictured here with Lucy Adkinson (left) and Pat Drinkall (right).

If you want to form an X Team or want any information, contact your manager or Lucy Adkinson, X Team co-ordinator, on Ext. 566.

The Fuser & Frames Management X Team



The EIBC Autosetters X Team



Farewell 5047

Introduced nine years ago, at the Hannover Fair the 5047, a new mid-volume copier brought new and improved features and high speed copying to the mid-volume range of copiers. Designed at Welwyn as an upgrade to the 5046, it proved to be a key product in the mid-volume sector of the market. The last one to be produced came off the line on Tuesday 1st July 1997.

With 5047 succeeding 5046, the most noticeable innovation was the new rounded appearance - due to be introduced later throughout the Xerox product range. It was also notable for a series of accessories to allow A4 and A3 double-sided printing and off-line stapling and sorting, as well as featuring a number of electronic enhancements to allow document editing - all of which are now commonplace in the large office market.

This new copier entered service throughout the world with production mostly from Mitcheldean. At the time it was benchmark for productivity, copy quality and reliability and incorporated components from Brazil, Canada, the United States and Europe.

5046/47 was known as Hannibal before it moved from prototype production at Welwyn to full production at Mitcheldean in 1988. It started life as a desktop design, but was substantially extended to become a large 'feature-rich' system. In its production career 5047 scored a notable number of firsts - the first newly remanufactured product, the



■ The team with the final 5047 produced at Mitcheldean first remanufactured product and the first customised product. It was also nationalised, refurbished and the first US specification machine to be refurbished at Mitcheldean.

Almost everyone on site has contributed to 5046/47 in some way, but those who supported production throughout some of its life included Clive Griffiths and Roger Preece (section managers), Clive Cooper and Steve Powell (electricians), Mike Rawlings, Tony Protheroe, Roger Barnes, Geoff Tuffley and Mike Jones (final run and test), George James, Terry Osborne, Robert Vincent, Graham Cooper and Larry Williams (production/inspection/audit), Jack Kerson (US engineering), and Colin Williams and Richard Andrews (production and remanufacturing engineers).

Nick Farr, who managed the final phase of production, said, "5046/47 made a real contribution to the business. Many Printing Systems people cut their teeth on it and learnt their skills on 5046/47 production. It provided the foundation for the leading edge production of DCS 35 and other advanced printing systems. Our thanks are due to everyone, far too many to mention by name, who worked hard to keep 5047 in production and maintain customer satisfaction over the last nine years."

Good luck to everyone who worked on 5047 and all those who are moving within Printing Systems and to Building 1 operations to support 5690, DC 220/230 and 5621.

The Value Chain gang

The Systems Assembly and Supply team recognised that digital multi-function products would have a significant impact on the previous strategy of building finished products to stock and fulfilling customer orders from central warehousing. The many different configurations of digital products, customer options and languages would result in thousands of possible permutations of end product, making it clearly impossible to stock finished products against that kind of customer choice.

The Value Chain strategy was developed to receive individual customer orders into the focused factory, immediately configure tested vanilla modules and options to customer order, and direct ship to the relevant country delivery platform. The Value Chain is a 'virtual' organisation spanning Engineering, RXM&SC and Entity Logistics,

■ Picture shows (back row left to right) Ian Bell, Alan Lynes, Paddy Weir, Simon Maddrell, Jane Meek, Steve Pomeroy, Bob Borland, Dave Charley, Dave Hughes, Phil Davies, (middle row) Kevin Horrobin, Keith Bradley, Matt Jackson, Matt Hinrichs, Noel McConnell, (front) Danny Haines, Brian Jannetta, Claude Joigneault and Tim Green. [Not in the picture: Hesh Raja, Forbes Cunningham and Mike Bendall]



through to the customer. Delivering the ambitious plans required teamwork across functions, which was driven by a common goal, delighting customers by fulfilling their orders at great speed and at exceptional quality and cost.

Kevin Horrobin, manager Systems Assembly, spoke enthusiastically, "This teamwork takes the form of Managing for Results (MFR) workshops, which give everyone in the Value Chain an opportunity to debate and decide the best way forward for the team, both on short term actions and longer term strategic direction and breakthroughs."

The first Value Chain MFR session, held on 9th and 10th June 1997, was extremely successful, with representatives from Engineering, European Transport, European Logistics Centre, RXUK, RX France and all the main manufacturing departments.

Those were the days?



Yes, the business has changed ... filing and record keeping aren't what they used to be! Any ideas on the identity of these champion paper handlers?

Give Vision a call on 1496 if you recognise them.

Oracle moves ahead for Fuser & Frames

Last October the new computer-based OPT 21 (finite capacity planner) scheduling system went live as the first stage of business automation in Fuser & Frames. This new system, generations ahead of the previous manual system, provided the foundation for the Oracle Manufacturing and Finance (OMAF) system which will be the main method of managing the Fuser & Frames business in the future.

OPT 21's weekly schedule will be fed into the Oracle system so that all planning for materials can be computerised and give all the information required for the total management of the business including costs, goods receiving and finished material despatch.

Fuser & Frames will be the first area at Mitcheldean to implement the complete process of integrated scheduling and materials planning, and plans are in hand to extend this to the rest of the plant over the next two years.

"There are a number of basic reasons for changing to OMAF, but the most pressing is the need for total

business control, which is not available with the current processes. Also, this is the business package that the whole Xerox business will adopt," said Ferruccio Marangon, business systems manager of the Fuser & Frames OMAF team.

The team's plans are geared towards delivering the package for use by Fuser & Frames in 1998. This plan assumes that the current Oracle development will be completed and delivered on time.

The team includes Des Halliday - overall programme manager, Ferruccio Marangon - Fuser & Frames project manager, and a number of specialists

including David Booth, who covers the finance element, Sammy Ogunji, who covers the material purchase elements, Mark Smith, who is mapping out the configuration control aspects, and Chris Bennett and John Barrow. Chris and John will develop the interfaces that will be needed from a software perspective. Also on the team are Pete Hills and Jeff Jones, with Steve Roberts, whose particular responsibility will be to map out the current shop floor operations. Team members will spend time in all Fuser & Frames production areas to develop their understanding of how the business works.

■ Ferruccio Marangon (far right) and the OMAF team



RoSPA Gold Medal

Rank Xerox has been awarded a prestigious Gold Medal for Occupational Safety by the Royal Society for the Prevention of Accidents (RoSPA).

The award was presented to environmental health & safety manager John Spratley by the president of RoSPA, Lord Astor of Hever, at a special ceremony attended by over 2,500 people at the Stakis Birmingham Metropole Hotel on 15th May 1997.

To earn the Gold Medal the site had to achieve six consecutive RoSPA Gold Awards, as well as demonstrating year-on-year improvements and a total management system covering all aspects of health and safety.

RoSPA's director of safety John Howard said, "It is not easy to gain a RoSPA award; employers have to show that they have managed their safety and health well. The rise in entries reflects more and more managers recognising that good safety and health are important to running a good and successful business."

The annual RoSPA awards, now in their 41st year, are made in recognition of achievement in the management of occupational accident and ill-health prevention.

John Spratley commented, "This award is thanks to everyone on site who has contributed to creating a safe working environment. Now we have achieved so much, we will have to increase our levels of awareness to deliver the improved standards needed to make further progress."

■ Lord Astor of Hever presents the RoSPA Gold Medal Certificate to John Spratley



More space and more light



■ Colin McHugh & Marie O'Sullivan planning the new lighting system

Site improvements are often not noticed, but over the last year there have been many minor improvements to make life easier, more comfortable and safer for everyone.

One important investment is in site lighting - which will be most valued on those gloomy winter nights. The external lighting system, which incidentally is 20 years old, will be gradually replaced by a modern energy efficient system in the next six months. This will improve light quality and reduce energy and maintenance costs - as well as pleasing local residents and astronomers by reducing 'light pollution'. Site security will also be improved with upgraded CCTV facilities.

Colin McHugh of Works Engineering said, "We expect the new lights to provide much improved conditions throughout the site, which should, in turn, make the whole environment safer at dusk, dawn and night-time."

35 YEAR Service Award

Apart from some time in the wiring section, MELVIN BUTLER has been an assembly man for practically all his 35 years. He started on Bell & Howell cine equipment, then moved on to our earliest copier, the 914, and numerous subsequent models, with two separate spells at our former Lydney facility. Though he has worked on laser printers, he has for many years now been involved with small copiers and today remanufactures 5018/28/34 machines.

Two members of his family also work on site: his wife Norma is on the twilight shift in EMC, while their son Ross is employed by Ascent Power Technology who provide

power supplies for printers, photocopiers and other high technology equipment. Daughter Zoë is a personal secretary with Lomir International in Cinderford.

Speedway racing used to be a main interest of Melvin's; but today he's learning to play the bass guitar - "soul blues and soft rock." Music is an interest he shares with Norma who plays the piano," but we haven't tried duets so far!"

Another indoor activity Melvin enjoys is stamp collecting while outdoors he likes a spot of fishing.



■ Melvin Butler

Quite a few local people must have been among the audiences in the former Palace Cinema in Cinderford when Clary was operating the projector! "But I never saw a complete film," he told us.

He moved to Stroud, then London, before he returned in 1963 to join a firm of electrical contractors; sub-contracted to RXMP, he was two years later taken on by us to do installation work.

After six months he transferred to machine tool maintenance and today is dedicated to electrical work. "Machines have become so sophisticated, and I deal with

anything from hand tools to PLC machines and robotic welders."

Clary had a major heart operation last year and has had a mechanical valve installed, but he feels fine and has been back working full days since January.

DIY is his main hobby - he once built his own house, doing everything including the wiring. His daughter is a chemist with Runnymede Dispersions at Ruspidge, Cinderford, while son Ryan, who used to work at Mitcheldean, is now an HCV driver for Richard Read, based in Cardiff. Both are married and, between them, have given him three grandchildren.

25 YEAR Service Awards

checking the performance of certain boards on a range of modified photocopiers, and he was one of the Electronics team who recently won a Customer First award.

Marie worked for a time in our dev. box section and harness assembly. Samantha is a section manager at Sainsbury's in Gloucester, while Carron is a medical secretary in the

30 YEAR Service Awards

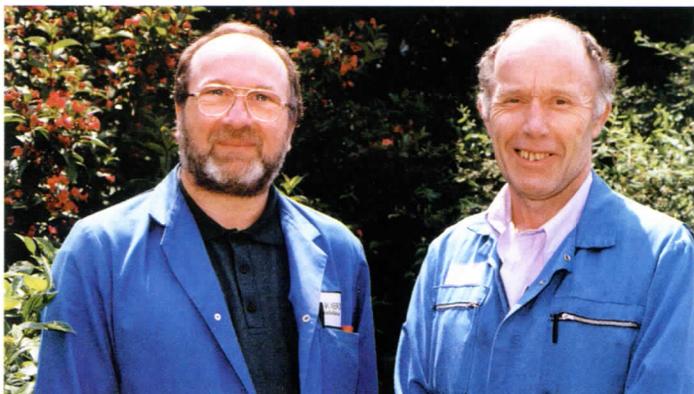
EDDIE SLEEMAN has worked in almost every branch of stores, both on site and off. He started as a packer in the warehouse, moved with it to Gloucester Trading Estate, returned to join goods inwards, then for some 10 or so years worked in the supply centre, joining harness stores in 1992. Located today in Building 3/2 he deals with "miles of coloured wiring and thousands of connectors".

Among his customers are his wife Jenny and elder son Andrew who both build harnesses on the same floor. In fact, all his family work on site, for younger son Paul is an apprentice engineer in the Document Technology Centre in Building 9.

Although Eddie still follows motor sports, he says "I like to see something a bit slower these days" and he enjoys attending vintage steam traction shows. "My interest is largely due to the fact that my father used to work at Lister's making the engines for farm equipment."

We don't know of any other long-server at Mitcheldean who can 'project an image' like CLARY GAMES! A Rank Organisation apprentice, not a Rank Xerox one, he once worked in the cinema industry, starting as projectionist.

■ Eddie Sleeman and Clary Games



■ From left: Dave Oliver, Barry Thomas and Jar Mullahy

DAVE OLIVER had just about been round the world with the Royal Navy when he left to join Rank Xerox at Welwyn Garden City. "It took me a long time to settle down," he says. He was taken on as a member of the technical support team for copier production, working in Xerographic Materials Test (XMT). When XMT closed down he was engaged on pre-launch tests of the new 10 Series, and was in charge of a group carrying out in-house servicing of copiers.

In 1987 Dave took part in a WGC telecommunications project which won a Corporate Team Excellence award and "we went to Webster to receive it."

Two years later he transferred to Mitcheldean as an EMC project engineer, which meant moving house to Gloucester with his wife Marie and daughters Samantha and Carron. Today Dave works in the test section,

radiography department of Cheltenham General Hospital.

Golf is Dave's chief hobby and he takes part in EMC's internal golfing competitions. Gardening and DIY are other interests and, of course, travelling - "but not by sea!"

Most people know him as Jar, but his real name is JARLATH (it's Irish for 'man of the West') MULLAHY. He's never actually lived in Ireland but he's very partial to a jar of Guinness!

An engineer, Jar joined the technical team supporting the 9000 family, and was associated with it until the 9600 was transferred to refurbishing. His department has undergone various changes and reallocations but he's continued to provide technical support to the 5090/DocuTech range of high volume printing systems - a job he likes because it offers such

variety - and he's stayed in the same office in Building 3/2 where "I've got the best view in the factory."

Jar recently led a quality project on panel toting which achieved a big improvement in preventing damage to panels coming from the paint shop.

He has visited other RX manufacturing locations during his half century; but his most exciting trip was to Bombay for a month to assist Modi Xerox with the assembly of machines destined for export to Russia.

"I had a brilliant time there and put on weight eating various curries."



■ Bruce Davies

BARRY THOMAS has been involved with high volume products for the majority of his quarter century. From electrical adjuster on the 4000 floor he was promoted to chargehand at the start-up of the 9200, becoming foreman, then section manager, and staying with the 9000 family until the 9600 model.

1988 saw the arrival of laser products and he told us: "Jar and I did initial training for the introduction of the 9700 into Mitcheldean, which involved spending eight weeks at Milton Keynes."

From 1989 he managed refurbishing assembly until, in 1992, he was appointed manager of the new Customisation facility together with responsibility for spares. Barry played a key part in the start-up of the Asset Management Business Centre - "Carl Joiner and I did the necessary legwork with the contractors while working for Keith Grant."

For the last three years Barry has been product manager for the 5090/DocuTech family ("Product demand is exceptional for both families") and he's also accountable for site product safety, EME testing and site tool engineering support.

Despite his Welsh name, he's a Forester 'born and bred'. He particularly likes gardening, which might account for the fact that both his sons are landscape gardeners;

his wife Gaye is typing pool manager at Gloucester Police Station.

Barry's other main interest is in amateur radio data transmissions ("I haven't gone for a licence though") and he has recently acquired equipment to enable him to receive real-time weather data. But it's not operational yet so don't look to Barry for a forecast!

"We stopped the traffic in Hereford recently, marching through the streets," said BRUCE DAVIES. It was to celebrate the 50th anniversary of the Hereford & Worcester Army Cadet Force.

Colour sergeant Bruce has served as an instructor for 16 years and at the time of our chat he was looking forward to going once again on the annual summer camp - this time on Dartmoor, taking some 30 cadets from the Ross-on-Wye unit to add to a total number of around 500 from all over the county.

Bruce firmly believes in the value of ACF training, which covers skills ranging from electronics to communications, and he says "Quite a few employers, including the regular Army, get in touch with us when seeking recruits."

The teenagers also help the community. "We operate a star system and cadets have to carry out a project to help someone in order to qualify for a star in citizenship."

After assembling a variety of small, medium and high volume machines for about 20 years, Bruce is currently engaged on dismantling 5018/28/34 ADFs, prior to their receiving treatment in Dismantle & Clean where, he says, he enjoys the variety of work.

BILL LEWIS has always been an assembly worker, at both Mitcheldean and our former Lydney site, building a range of machines including the 4000 family and our earlier small copiers such as the 2300. Around 1985 he moved to the paint shop and spent some 11 years there dismantling machines and re-assembling the parts after treatment, removing and replacing labelling etc., until a year ago he joined Asset Recovery Centre where he deals with fuser assemblies.

He likes watching football in his leisure time and, as a close look at his coffee mug reveals, he's a keen Arsenal fan.

His two children have given him a grandchild each.

*Space was limited this issue ...
20 year awards will be featured in
September/October*

Chess set successes

Chess players old and new attended the annual Rank Xerox Chess Club presentation evening at the Sports & Social Club on Tuesday, 20th May. Club president Phil King congratulated the members on their achievements during the past year, which saw the club enter two teams in the North Gloucestershire Chess Association winter league, the Division 2 team finishing fourth in their league, while the Division 5 team avoided the wooden spoon with a win in their last game.

Phil then went on to present the prizes to the winners of the Chess Club's internal competitions: Speed Chess - Steve Herbert, runner-up Don Passey; President's Cup - Phil Newbert, runner-up Terry Darrington; Portman Cup - Steve Rogers, runner-up Phil Newbert.

At this year's AGM held on 13th May, Malcolm Wootton, the new club chairman, thanked the committee for all their hard work in running the club and making it such a success. The new season starting this August will be the club's tenth year. With so much achieved over the past decade, Malcolm commented that members have much to look forward to in the coming season.



■ President Phil King (centre) presented the glittering prizes to club chessmen

The LSA - an important link

At the LSA's AGM held on 12th June, chairman Robin Fyffe was happy to report that several events had been successfully organised during the year under review and he warmly thanked committee members for their "outstanding contribution".

"The LSA is growing in strength every year and its activities remain an important link between employed members and retired members."

The annual dinner, held on 9th May and featured in the May/June issue of Vision, went very well and was attended by 294 members and guests, including representation from Rank Strand London and WGC, reported secretary Janet Hart. Twenty-five year service awards were presented by guest of honour Bernard Morris, director, Manufacturing & Supply Chain Resources, who gave an interesting and informative address.

Another highly successful event was the shopping trip to Calais on 26th October and three coach-loads have already been signed up for a trip to Paris on 12/13th September next.

Unfortunately, the archive evenings planned for mid-July had to be cancelled in view of the relatively low number of people showing interest. However, the possibility of supplying archive material for perusal during the next RX Pensioners' Association 'At Home' visits is being considered.

Other forthcoming events include a 60/70s night on 25th October in the Sports & Social Club, in response to popular demand. The 45th annual dinner is scheduled for 8th May at the Chase Hotel, Ross-on-Wye, when some 70 or so people are due to receive their 25-year service awards.

Current membership stands at 815 (740 last year) including 264 (263) retired members.

The existing committee members have all been re-elected - Christine Aston, Kenny Buffin, George Cresswell, Sally Meek, Brian Powell, Ann Rudge, John Spratley, Pete Waugh and Jane Whitlock. Robin continues as chairman, Janet as secretary, Dave Morris as treasurer and June Pinfold as publicity secretary.

Alan Cryer, who has represented the interests of pensioners on the committee, has now stepped down and Robin thanked him for his excellent contribution over the years.

Profile - Steve Lewis

Brass banding is a Forest of Dean tradition; it's often a family tradition as well. The Lewises are a typical example.

Steve, who plays in Berry Hill Band, started when he was only five years old, encouraged by his bandsman father, RX pensioner Jack. He began on the tenor horn, which is one of the smaller instruments, and progressed on to the euphonium "which means I get to play meatier stuff!"

He's now the band's solo euphonium; his father, now 74, plays the Eb bass, and his wife Anne plays tenor horn. It was being a band member that put Steve on our TV screens. If you watched certain films of the late Dennis Potter, the television dramatist who once lived in Berry Hill, you'll have seen and heard Steve, along with other members of the band.

He's been in four Potter films, and was just 14 years old when he first took part. The last one was 'Cold Lazarus', televised last winter. "As it was set in the 'thirties we had to have our hair cut in the style of the day, and the film company replicated the uniforms from old photos. "We met actor Albert Finney, and I got to know Adam Bareham, Finney's film 'father', when I had to show him how to handle the euphonium," Steve told us. But he's never yearned to get into films - "The hours are very demanding. We started at 7 am and were lucky if we got home at 7 pm," said Steve, who used some holiday leave for the purpose.

Steve and Anne attend band practices two evenings a week. During the summer (weather permitting) they entertain at Sunday lunch times at the Orepool Inn and every year they perform at the Dilke Hospital fete. Things really hot up during the Christmas season. "We are involved almost seven nights a week. As well as indoor engagements, we play in the streets. If it's very cold, the instruments' valves can freeze up as well as our fingers and that puts an end to playing." Most of the band funds come from engagements, and the money goes towards the expensive business of buying and maintaining instruments ("If I had to buy my own euphonium it would set me back around £2,500") as well as paying for uniforms, music etc.

Steve has got to the national championship finals twice with Berry Hill Band but, he says, they haven't contested for several years now because their number has dropped below the required 28.

Steve followed in his father's footsteps too when, 25 years ago, he joined us as an assembly operator on the 3600 machine - Jack was a mechanical adjuster in the same area. Steve moved on to the 4000 model, then, after a few months on the 7000 ADF, he joined



■ Steve Lewis with his euphonium

internal transport. "That took me not just all over Mitcheldean site but also to the satellite plants we had then. I drove all sorts - forklift trucks, vans, even the courier car to bring in computer staff from Ross-on-Wye for their shift."

At the time of 1025/35 production, he operated fork trucks and computerised cranes in Building 32 (now 4). For the past ten years he's worked in Building 3/1, delivering parts to the lines, loading finished machines on to vehicles - and dealing with the bins of recyclable waste materials. As reported in our last issue, Steve has, as environmental champion, led the Printing Systems Business Centre Recycle Facility team to win global recognition for their work on environmental processes. They implemented a complete waste-streaming process which allowed everyone to sort waste into no less than 14 categories - from aluminium, plastics and paper, which go offsite for recycling, to motors dealt with in our Asset Recovery Centre, and "We're right on top of the job," says Steve.

He's just as keen in encouraging environmentally-aware habits at home. He and Anne (who works at St John's School, Coleford) have two children. Zoe (a one-time tenor horn player) is 17 and taking a business studies course in Gloucester; 15-year-old Craig took his GCSEs at Lakers School this summer. Craig, however, has broken the Lewis mould. While Steve, his twin brother Richard (a former cornettist) and Jack have all played for Berry Hill RFC (Richard once played for Gloucester), Craig has defected to football, much to his grandfather's disgust!

Steve has another interest but this one doesn't call for teamwork. A 'twitcher' for many years, he is a keen member of the Royal Society for the Protection of Birds. With his binoculars slung around his neck, he enjoys birdwatching both in this country and abroad. He's observed peregrine falcons nesting at Symonds Yat, and had the rare pleasure of hearing nightingales sing in the Society's Highnam Woods reserve near Gloucester. At the time of our chat, he was looking forward to going with the family for a holiday in Florida where, as well as revisiting Disney World, he was planning to explore the marshy Everglades. "You can see an amazing variety of birds among the wildlife there," said Steve.



■ The Band dressed in 'thirties uniform for 'Cold Lazarus'.

Obituaries

We regret to report the deaths of the following pensioners:

Jack Seal
(86) 25th April;
Mike Bullock
(61) 7th May;
George Halford
(72) 7th May;
Agnes Rudge
(76) 18th May;

Terence Phelps
(63) 23rd May;
Ray Haile
(83) 7th June;
George Keane
(82) 10th June;
John Bearham
(52) 23rd June.

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 Ewart Woolley or Nicola Jones - ext. 1496 or Dean 544314.