

Vision

HOUSE MAGAZINE OF XEROX MITCHELDEAN

September/October 1997 No. 245

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The best product out there today

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THE DOCUMENT COMPANY

XEROX

Real gains for Mitcheldean ... but tough challenges ahead

The increased production volumes and especially the rapid increase in demand for new digital products such as DC 220 family have helped Mitcheldean to a good performance in the first half of 1997. If this performance is maintained it will result in a full year better than plan.

Performance was good across the whole of European manufacturing; materials productivity gains and favourable currency adjustments made a substantial contribution to the results.

Nevertheless, it is important to note that manufacturing depends on the market and although our new digital products are making a substantial impact, the market for all types of products, particularly light lens, is very competitive and the total revenue for Xerox in Europe in the first six months grew by four per cent - below our plan of double digit revenue growth.

The current indicators are that the transition from light lens products to digital products is moving quickly. This means that while there is a vital requirement to meet our customers' production demands on the new digital products such as DC 220, it is equally important to reduce costs and achieve customer satisfaction on light lens products to maintain our volume and productivity during the transition. Our key commitment for 1998 is to reduce our costs and prices by 10 per cent. This has to be achieved across all areas of the business, including materials and overheads as well as the manufacturing process.

EIBC faces major challenges. The business is growing quickly and delivering good results, and more investment is being made in new surface mount lines.



■ DC 220 - the transition to digital products is moving quickly.

There is a substantial opportunity for growth here; the move towards digital products vastly increases the electronic content - electronics in digital products represent up to 70 per cent of product cost compared with the 25-30 per cent in today's light lens products.

Harness and sub-assembly manufacturing have also performed well in the first half, with order book also running ahead of plan. Quality and delivery performance has been



■ Gerry Lane

maintained while materials and productivity gains have been achieved. This area of the business still faces strong global competition.

Systems Assembly and Supply has done an excellent job to meet the increasing demands for the DC 220 family. A critical part of our strategy is the 'build to order' concept, and, with the full development of the channel strategy, to improve our customer service, product quality and price. The business centre is in

a good position to meet the demands for higher production levels as our digital product range continues to expand. The production and delivery challenges will be substantial in the remainder of 1997 and through 1998, and continued concentration on all aspects of our channel strategy are essential in order to meet our ten per cent productivity goal.

Asset Management Business Centre achieved good results in the first six months, with growth in profitable repair operations, increased productivity in Dismantle & Clean, and improved Paint Shop delivery (benchmark in Europe). However, Asset Management faces a sharply reduced order book and reduction in volume in the second half of the year. A series of initiatives is in place to address this challenge, including the development of the 'Xerox serviced equipment' concept, and low cost local repair for the UK Entity.

Fuser & Frames Business Centre is making considerable progress, with increased volumes and major investments, such as Viton, starting to make a substantial contribution to results. The investment in machine tools and other capital plant will continue in the second half of the year. The Viton investment has already allowed lead times to be cut from 17 to 4 weeks.

At the same time Fuser & Frames has reduced costs to below those of similar facilities throughout the world while improving quality and delivery to achieve better levels of customer satisfaction.

In all our operations at Mitcheldean and throughout Europe employee satisfaction is a high priority, and there is a continued effort to improve this for everyone. One key component of this is stability of employment. Our efforts to bring in new digital products have been successful so far, and we will be making a similar effort to bring colour work to Mitcheldean.

In the meantime, the chief means of securing our future are to focus on customer requirements and build on the gains we have all made in terms of productivity, quality and business performance.

Gerry Lane

'The best product out there today'

The battle in the European office equipment market is tough, unforgiving and very, very competitive. With more than 40 serious long term competitors, Xerox businesses have long had to be competitive in everything they do.

The move to digital products, while giving the business a new edge in the market, means that Xerox is now in competition with virtually every maker of printers, fax machines and scanners, as well as the traditional light lens copier manufacturers - so our global competition should really be measured in hundreds of businesses today, now that we are making volume digital products like DC 220 family.

The successful launch of the DC 220 family is a critical event for everyone in Xerox. "It is pleasing for us all that it shows every sign of being the right product, at the right time, for the right price," says Martin Stock, Hodaka marketing launch manager. He considers it to be the best product out there today.

"DC 220 is our first move into the volume digital market," says Martin, "and it is already seen as a

first class stand-alone digital copier. However, the market has yet to learn that it is also a class-leading fax machine ... and with the scanning and network capabilities, it has major potential for winning a lot more new business in the market."

DC 220 family was launched earlier than planned, in more countries than originally planned, and the response has been strong everywhere ... at this stage forecasts are being consistently exceeded.

Perhaps the most encouraging sign is that DC 220 family is consistently outselling one competitive product that is half the price - even when Xerox is competing to supply leading worldwide businesses such as ABB (Asea Brown Boveri) and Siemens. This is all good news for Systems Assembly and Supply, and everyone in the business is making strenuous efforts to keep pace with the demand.



■ Martin Stock

"We recognise the massive effort being made here at Mitcheldean," says Martin Stock. "Even so, we are only too well aware that long term success can be achieved only if we meet our delivery targets and provide the highest quality. This quality is absolutely vital; one of the key selling points of DC 220 family is its ability to replace many office machines by one DC 220/30. Our end users are, then, much more dependent upon our product for their business success, and quality and reliability are more critical than ever before."

"We also have to recognise," Martin continues, "that any successful product launch inevitably spurs our competitors to speed up their product development cycles and introduce competitive products. We recognise that global competition from businesses like Hewlett Packard is already well

established in this digital market. It is crucial for us all here at Xerox to maintain our lead - and this means our performance and response to the market have to be 100 per cent, in product manufacture, customisation, delivery, spares delivery, service and sales. Xerox' total business in this area is dependent upon Mitcheldean's efforts. We can't relax now ... the next eighteen months are vital. We have started well and we must follow through perfectly, to secure our market share - the share we need, and must have, to secure all our futures."



Just what the customer ordered

In today's fast changing markets it's vital to supply exactly what the customer wants. The bigger the customer the more varied the requirement ... and often the shorter the delivery time.

CSA (Customer Supply Assurance) is the supply chain's front line, making sure that production meets delivery promises and that the customer gets the right product in the right place at the right time. CSA manages customer relations and ensures that service levels and standards are maintained - right through the chain - while, at the same time, balancing inventory and cost to operate as efficiently as possible.

The 12-strong Mitcheldean team, including John Guyver, Matt

Jackson, Chris Rawlings, Garry Greenwood, Janet Hart, Jeremy Phelps, Karen Morris, Sue Moore, Debbie Sinclair, Sarah Neale, Sarah Prince and new IP Raj Mistry, play a vital role in large bids and tenders. Their work includes sourcing products, providing best cost and delivery information and putting together complete packages for end users, such as the recent order for 600 machines from Gloucester City Council.

The development of the channel strategy and the



■ Some of the CSA team in their new offices - back row: Jeremy Phelps, Sue Moore, Matt Jackson, Chris Rawlings, Raj Mistry, front row: Karen Morris, Debbie Sinclair and Janet Hart. (Inset: John Guyver)

introduction of 'build to order' prompted the team's move from Building 8 to new offices in Building 2. John Guyver sees many benefits in the move. "Now that we are close to key Systems Assembly operations,

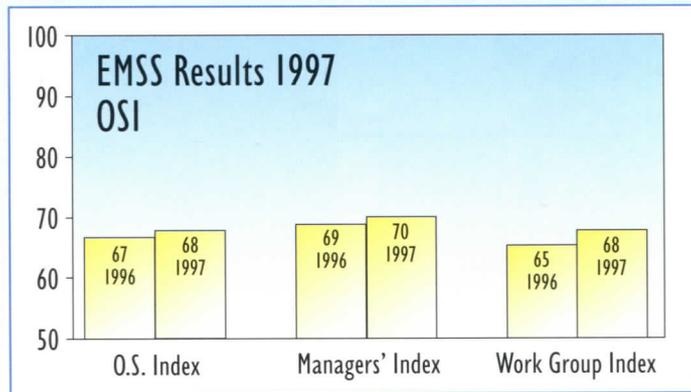
production planning, exports and transport, it helps us to get information more quickly and this, in turn, allows us to plan and co-ordinate better and respond faster to our customers."

More improvements shown by 1997 EMSS

Overall satisfaction at work improved in 1997 according to the latest results from the 1997 Employee Motivation & Satisfaction Survey (EMSS). The overall scores increased by between 1 and 3 points, with the Overall Satisfaction Index (OSI) increasing by one point to 68 per cent, the summary index by two points to 69 per cent, the managers' index by one point to 70 per cent and the work group index by three points to 68 per cent.

These overall figures - which include a wealth of detailed information which was shared by Business Centre managers and their teams - reflect the input from all staff, including both core and contract staff.

The views of over 2,000 people were surveyed in four days by the EMSS central support team, led by Colin Court. The whole process was a 'baptism of fire' for new EMS co-ordinator, Chris Barker, who worked with the team of Business Centre administrators across the site and an independent data handling team of 12.



■ 1997 EMSS results

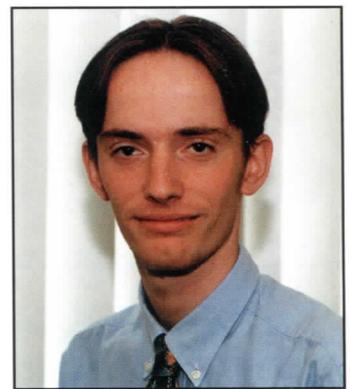
The data handling team worked day and night over the weekend of 13/14th September to produce a speedy analysis of the questionnaires, which were completed by over 90 per cent of the site population.

Two highlights this year were recognition for performance and leadership. Recognition, which had one of the lowest scores in 1996, showed a strong improvement of 4 points to reach 55 per cent. This was all the more encouraging since this 1997 gain followed a 10 per cent gain in 1996. Leadership, too, improved substantially, with a

gain of 5 points on 1996 to reach 67 per cent.

Another encouraging result was the increased understanding of business direction. This year 56 per cent of those responding to the survey agreed that 'I can clearly explain the direction of Xerox to others' - a gain of 9 points on 1996.

Gerry Lane commented, "The results are very reassuring and show that we continue to work successfully on our satisfaction at work, although, clearly, there is still considerable scope for improvement."



■ Chris Barker

New EMS co-ordinator

Mitcheldean's new Employee Motivation & Satisfaction (EMS) co-ordinator is Chris Barker, who joins us from Aston University where he is studying Psychology of Management.

Like other IPs, Chris has completed his second year and will return to complete his final year in 1998. Chris, who comes from Portsmouth, will be supporting employee satisfaction work across the whole site. He is particularly interested in team working and team behaviour and motivation, and eventually hopes for a career in marketing or human resources.

Chris's predecessor, Ginny Bray, has returned to Nottingham for her final year's studies after a hard working year in the business world. We all wish Chris a happy and productive year, and Ginny good luck for the future.

XMM ... how we run our business

Didn't we do well or did we? Every year everyone in Xerox asks the question, or should we say hundreds of questions, as part of the process of improving the way we all work together.

The way we improve is to use the Xerox Management Model (XMM), which helps us assess the key areas of management leadership, human resources management, business processes, customer and market focus, information management and quality tools, and finally our business results.

Every year we look at the best companies in the world and check our performance against theirs - using the

same values. This benchmarking process enables us to decide where we are in our quest to be a world class company, identify the gaps, and later prepare a plan to close these gaps and catch up, or - even better - extend our lead.

XMM assessment reviews our performance, both against our benchmarks and our previous year's achievements. The process has been in existence since we won the European Quality Award in

1992. For 1997, the process has been carried out in each business centre at Mitcheldean, and we are currently preparing for our site assessment by Bernard Fournier and Allan Vickery on 6th November 1997. Bernard and Allan are preparing their questions, not to trip us all up, but to find out where we are and how we can best progress next year in our aim of being a world class business.

Each of the business centres has made progress to reach a score of 5 on a 7-point scale, so we are well on our way to world class performance. However, even though our performance has been good this year, we have to recognise that all successful businesses are striving to improve, and the goal posts move further away each year.

Everyone in the business has their part to play in improving the way we run the business, so when you are asked for the answers to some of the questions in the XMM review, remember everyone in the team values your contribution, and your views count. That's what XMM is all about.

Following the site assessment in November, the results, views and comments will be fed into our plans next year, so that we can continue to satisfy our customers, improve our business position, achieve more satisfaction at work, and build a better business in 1998.

We are THE DOCUMENT COMPANY

Changes in the way we work affect everybody, but at Xerox we are all part of the changes which are affecting everyone in business. The products we make at Mitcheldean, such as DCS 35 and DC 220, are part of the leading edge of changes in office life and the way documents are used - especially the move from paper-based media to electronic media. More and more work in offices is digital - in many places it is virtually 100 per cent digital. This is one of the reasons that products like 5090, DT 135 DocuTech, DCS 35 and the DC 220/30/40 series are

seeing enthusiastic interest (and sales) in the office equipment market.

As office management methods are changing rapidly, a company-wide training scheme and briefings are being carried out throughout the business at Mitcheldean to help everyone become more aware of our business as The Document Company.

These changes affect not only the products, but also our daily working lives. Many of our processes are already wholly digital, where engineering designs are created as computer images and sent to suppliers as a disk or computer file. [See the EIBC story on Page 7].

Overall, as 'The Document Company', Xerox works with all our customers by providing services in three areas:

- Making documents better to increase document processing efficiency, reducing cost and increasing throughput in production, storage and distribution. **The ability of products such as the DC 220 series to manage fax, printing and copying, with direct links to computer networks, is a key part of this revolution.**
- Making better documents by providing colour and enhanced design. **Here, the ability to electronically edit documents on line and use digital data in products like DocuTech and DocuPrint and the progressive introduction of colour machines throughout our product range play a key role.**
- Helping people work better with documents - **as each new product comes into production at**

Mitcheldean, new features are being added so that our customers can introduce new, faster and more efficient ways of managing the documents.

We have a huge opportunity over the next decade to play our full part as we make products to satisfy a worldwide market. In addition, it is also a great opportunity for us here at Mitcheldean to use the best office technology to improve our own working methods.

At Xerox we are all part of the revolution in office management methods. Our training services already offer a wide range of opportunities to help us all learn about changes in the business. Our daily work and our jobs here at Mitcheldean are dependent upon it. Make sure you make the most of your opportunity to learn more about The Document Company as our training courses become available.

New apprentices and industrial placements



■ New IPs this year include Andrew Bowser, Stephen Smith, Asif Chariwala, Ian Stokes and Rosemary Sensecall (EIBC), Duncan Casemore, Clare Kear and Sarah Walker (Materials), Baljit Sahota, Gary Mason and Suzanne Hill (Control), Daniel Taylor (Production Purchasing), Rajan Mistry (CSA), Koohestan Abdolghader (Interconnects), Jawaid Sadiq and Chris Barker (HR), Philip Jude (Printing Systems), James Morgan (Asset Management), Andrew White (Convenience Copiers), Asim Khan (Inventory/Configuration Control), David Chaudat (Logistics), Alastair Speers (Works Engineering) and Melanie Eaton (New Programmes).

Following a project last year, Xerox extended the number of universities participating in the IP (Industrial Placement) selection programme to 14, to provide more opportunities for students from many different backgrounds to work at Xerox. Hundreds of applications for both apprenticeships and industrial placements were received from students at the 14 universities for the 1997 intake of 23 industrial placements (IPs).



■ New apprentices (left to right) Andrew Wilkins, Laura Skelton, Mike Perkins, Rachel Monohan, Lyndon Tomkins, Greg Woodhouse. Inset: Robert Burford, Steven Bromage and Daniel Beard at the Royal Forest of Dean College.

All the IPs are in the third year of their 'sandwich' degree courses, which extend from business administration to engineering, and each IP has to compete for the one-year placement in a selection process just as stringent as that for permanent staff.

Apprentices face a similar process. This year there are nine apprentices, bringing the total number to 16. During their course, apprentices study at local colleges of further and higher education in both engineering and business studies to achieve business and technical qualifications during their apprenticeships.

Direct delivery savings

Direct delivery to our customers and end users is a key part of Xerox UK's logistics operation and Systems Assembly & Supply's new channel strategy. One of the first major projects to come on stream is direct delivery from Mitcheldean. "This is very important to all of us," says Phil Davies of Logistics, "and gives us opportunities to cut our costs and, at the same time, improve our customer service."

At present, Mitcheldean produces around 50 per cent of Xerox printer/copier products sold in the UK. Last year a team was formed to look at reducing lead times for delivery, improving distribution efficiency and achieving cost benefits by direct delivery to CBU platforms or their customers, the end users.

The team included Phil Davies, Matt Jackson of CSA, and Andrew Morrison, David Hughes, Derek Chapman, Steve Upwood, Paul T Roberts, Mark Rees, Stan Bill

and Rob Mellon from the UK company at Radlett.

The planning was supported by Wyatt Bell and Rob Hampson from TNT Logistics.

The team identified potential savings by taking additional space at Mitcheldean to provide a distribution point to serve South West England. The project was approved in April after a team presentation to John Meecham and Kevin Horrobin, and Phase I, covering the local area, started operation in September.



■ The new distribution team in Building 3 with (inset) the Logistics planning team.



The new operation, led by Xerox UK and their partners TNT Logistics, has taken over 10,000 square feet of Building 3 and delivers direct to South Wales, Hereford & Worcester, Gloucestershire and surrounding areas, centred on Cheltenham, Bristol and Swindon. The new team of nine, with three vehicles, and TNT manager Rob Hampson carried out simulated

deliveries during a six-week training programme for all convenience copier/printer products.

"As the project develops" says Phil Davies, "we will take opportunities to capitalise on the build and ship to order philosophy and the direct delivery approach will be expanded."

Towards a skip-free business

■ (Left to right) John Lewis, Kerry Richards, Tony Wood and Alan Hughes.

Fuser & Frames' aim of reducing landfill to zero is moving even closer to realisation now that all the skips but one have gone from Building 5.

Since the team, led by Alan Hughes, and including Dave Carter, John Lewis, Nick Matthews, Kerry Richards and Martyn Jones, started identifying and segregating all waste streams, skips have become a thing of the past. Now the new segregation process is fully developed all metal scrap goes to clearly identified, specially designed bins.

The team evaluated a group of scrap and metal recycling processors and, with their help, completely redesigned the recycling process, receiving a Xerox Earth Award in the process. The final phase of the operation was the full implementation of the collection process, where fully segregated scrap is purchased and processed by an external contractor using returnable bins.

Alan Hughes says this has not only generated cash directly from metal scrap, but has also saved space, reduced traffic (no skips - no skip collection/delivery vehicles), and improved safety. The best benefit of all is that it now creates space for another recycling innovation, a new dock to handle all European rolls for recycling.

"In fact," says Alan, "the new processes mean that Fuser & Frames Business Centre is now actively seeking sources of all used fuser rolls. Remember, we need every roll to maximise our capacity, so please ask every member of your team to send all used fuser rolls back to Building 5 at Mitcheldean."

First Systems Assembly & Supply X team



■ From the left: Phil Finch, Andrew Tait, Kevin Norris, Gary Sleeman, Dave Lloyd, Den Brain, Dave Parhurst and John Whitney.

The first team in Materials, and the first team in Systems Assembly, to achieve X team status is the Electrical and Far East Metals X team, which is responsible for sourcing all types of metals and electrical components from suppliers worldwide.

The new X team, including Dave Parkhurst, John Whitney, Andy Tate, Kevin Norris, Den Brain and Phil Finch, with Dave Lloyd as facilitator, purchases components with an annual value in excess of £25 million.

Gary Sleeman, the X team sponsor, felt the X team process has produced benefits by sharing information - which has helped reduce inventory levels, improving motivation and sharing cover in holiday periods and illness. It has produced a quicker and more flexible response to change.

"The team is in a good position to develop and continually improve from here," says Gary.

Rapid build achievement by EIBC

Design Services in EIBC were recently given the task of producing sample DC 220/30 boards for use in evaluation testing in the USA. This was seen as a good opportunity for Design Services to test their processes and incorporate ideas generated from the design of other PWBA's (Printed Wiring Board Assemblies). The task was headed and co-ordinated by Neil Price and Colin Price.

Design Services' Simon Derricutt and Alan Walters have a policy of involving everyone who will be concerned with the production of a PWB throughout the design cycle. As soon as EIBC was notified of the need for AIB boards, a Design review was needed, which was held on 16th May. Richard Beacon, customer liaison, pointed out that time was very short as testing at Webster and installation had to be complete by 19th June.

Several new acronyms are now being used in EIBC, such as DFP (Design for Purchasing), DFM (Design for Manufacturing) and DFT (Design for Test). Purchasing, Manufacturing and Test representatives were all present at the review when a prototype board from the USA was inspected and suggestions invited for ease of building.

Apart from connector positions and board size, Design Services were allowed a 'free hand' to redesign the board. The only problem they faced was the tight customer time schedule - 20 samples had to be shipped by 13th June - just one month after the request was made. A tight schedule was agreed, comprising two weeks for design, one week for board procurement and one week for assembly.

The first task faced was the specification of components that could be assembled on to the PWB using only one assembly run rather than the four runs necessary with the prototype. Research by the Design team and negotiations carried out by the buyers, Trevor Green and Miranda Kendall, resulted in suitable components being found and samples despatched to EIBC.

Whilst waiting for these samples to arrive, data sheets for the new devices were forwarded to the Design team, who then used these to design the board, helped by engineer Allen Piddock.

Information during the design phase was constantly crossing the Atlantic in both directions between the design team at Mitcheldean and the American



■ The EIBC rapid build team including, from the left: Simon Derricutt, Anne Bradley, Richard Swithinbank, Allen Piddock, Colin Price, Trevor Green, Richard Beacon and Alan Walters.

designers, with Mike Horrocks as the American contact. The final board design was then sent electronically to the bare board manufacturers, who managed to produce the bare PWBs in five days.

The test of the 'Design for Manufacturing' would come when the parts arrived on the shop floor and the boards were built. Success was achieved here by involving SMD engineers, headed by Richard Swithinbank, and Test engineers, headed by Phil Mitchell, in the design. Due to the final board design, it was not possible to use the usual surface mount technology, so it was agreed that SMD engineer Ian Wilson would place the surface mount devices manually using the new 'pick and place' tool. Manufacturing engineer Nick Hill facilitated the other build steps.

The final samples arrived during the morning of 10th June and production commenced. A late revision by the customer demanded a reduced batch size of nine. By the afternoon, nine boards had been built, with no problems. The boards passed 100 per cent inspection by inspector Anne Bradley and were shipped out on 11th June, two days ahead of the already tight deadline.

Not only did this result in a satisfied customer, but it also showed the flexible nature with which EIBC can adapt to meet very specific customer needs. The joint efforts of various departments demonstrated the EIBC commitment to total customer satisfaction, and the successful result confirmed Design Services' policy - not only the pursuit of quality, but also the pursuit of design excellence.

Those were the days?



Who? What? Where? When?

Any ideas - give Vision a call on Ext 1496. Apart from the old familiar 'gong' on the vehicle, it also says "A new era in document reproduction - dry - permanent perfect copies ..."

Ross International Festival



■ Local school children taking part in the Ross-on-Wye International Festival, sponsored by Xerox, which took place in August.

7,665 miles a year

If you've ever been for a real work-out in the gym, you'll know all about keeping fit. One team at Mitcheldean needs to be fit all the time - the security team. Three times on every night shift one member of the team walks seven miles around the site, with radio and heavy-duty lamp, in full uniform, alone in all weathers, 365 days a year - that's 7,665 miles at night each year!

While some of us may even envy the team members their nightly walks with the associated fresh air and exercise benefits, perhaps we should remember that each trip takes two hours, checking windows, doors, desks, lights, alarm monitors and hundreds of other security-related items to ensure safety, minimise energy costs and support the smooth running of the site for everyone.

If you ask our security team about fitness, though, you will be reminded that it's hard work keeping fit on the Mitcheldean site. The site isn't flat by any means, and a total of 345 steps (about 250 feet) have to be climbed on each trip, as well as walking the full distance.

"The security team has to be fit for anything," says Clive Pearce of Rentokil Initial, who runs the site security service, "taking action in many situations which may arise. This can include giving first aid and driving the ambulance, starting cars for those with flat batteries, opening doors for those who have forgotten their keys, and of course taking the necessary action to deal with unexpected plant failures like burst pipes, as well as site alarm and emergency response duties."

John Spratley, Mitcheldean environmental health & safety manager, says, "Security has a massive routine workload. The team is responsible for all site access, including logging commercial vehicles in and out and car parking. In addition, the CCTV system must be continuously supervised, and the site access system, with 3,275 active card holders, must be in full operation day and night. This is no mean task since, as well as the normal busy working day, the increase in night and twilight shift work has resulted in an average of 400 telephone calls being handled during those shifts." This has created a problem for security; while the team is happy to help and keen to respond to emergencies, all time spent on telephone calls takes time away from their main task. "Please help us," says John, "by limiting night and evening calls to emergencies or calls for help."

One of security's lesser known duties is site weather recording. Regular weather checks are recorded to provide data for environmental operations. The team is also responsible for collecting money from the site payphones, receiving parcels and mail outside working hours, and even making regular, twice daily visual checks on the local stream to ensure that our environmental standards are maintained.

Perhaps their major task is regular security audits. All desks are checked as part of the regular security review, boundary fencing (more than two miles) is checked for wear and tear every week, and street lights, hundreds of access door controls, fire exits and other critical site functions are checked monthly.



■ John Davis checking gate access.



■ Larry Nicklin on night patrol.

■ Terry Scotford (left) and Pete Edwards in the gatehouse.



Security's biggest visible task is the management of car parking, including safe gate operation and traffic flow at the start and end of every shift. Well over 2,000 vehicles enter and leave the site every day, parking spaces have to be checked and allocated, minor vehicle incidents have to be dealt with and vehicle passes have to be administered and checked.

When you look at this lengthy task list, it is clear that, as well as being fit, the security team has to be well qualified and well trained. Everyone has to pass the City & Guilds Security Officer course. It takes three months' on the job training just to reach the required knowledge level of the 67-acre Mitcheldean site.

Everyone can help. "Please, please," says Clive Pearce, "report all incidents. If you don't report a loss ... it can't be found, if you don't tell us a car's lights are on, it may disrupt traffic with a flat battery just when everyone is going home. That strange face in a work area may be an unwelcome criminal visitor, or that sticking latch on a door could be life threatening if there is a fire or an opportunity for unauthorised entry."

So, our security team is really stretched and depends on everyone's co-operation. The team of fourteen works a 96-hour fortnight in eight 12-hour shifts to give the required 24-hour cover 365 days a year to ensure the safety and security of all of us.

Catering for the future - today

Changing needs in our workplace have prompted a complete re-evaluation of Mitcheldean's catering. A £500,000 company-funded scheme is under way to provide really up-to-date catering facilities throughout the site. This includes a completely new range of menu choices to introduce 'modern menu classics' which will give everyone on site - at any time of day or night - a choice of healthy, good value meals.

In 1993 catering facilities at Mitcheldean were decentralised to give a more flexible service on the site, covering sandwiches, rolls and fast foods, and the Court restaurant was closed.

"Since then the business, and the way we do business, has changed considerably at Mitcheldean," says Charlie Walker. "This means the time has come to improve standards throughout the site for everyone, including other operations such as XBS (Xerox Business Services) and GBAS (Great Britain Accounting Services). Increased flexibility is one of our most important objectives. We need to meet the needs of increased shift working across the site and ensure that meals can be quickly prepared to meet changing shift and workload requirements."

The decision to invest in new catering facilities follows a survey carried out in 1996 by Eurest (who supply catering services on site) and Xerox. This included sample menus and service trials. Ten per cent of Mitcheldean staff took part in the survey and, says Trevor Leigh of Eurest, "90 per cent of those surveyed viewed the concept as good or excellent, 89 per cent thought the standard was good or excellent, and 98 per cent thought they would use the facilities. Following the survey we have tried to take everyone's food preferences into account, and we are confident we will provide a good value, healthy eating service throughout the site. These new facilities will, we hope, contribute to increased employee satisfaction."

The plans, due to be in operation throughout the site by January 1998, will include upgraded facilities in Buildings 1, 3, 4, 5 and 13, and a new satellite in Building 9 to serve Buildings 6, 7, 8 and 9, while the existing unit in Building 6 will close. The investment in new facilities, which includes a central service unit, will enable replacement of older equipment, to exceed current food regulation standards, and will also provide facilities for visitors to the site.

Eurest have devised a series of three-course meals. These will start with freshly made soup each day, followed by main courses extending from succulent chicken korma with savoury rice, crispy deep-fried golden battered cod with lemon and tartare sauce, or prime gammon steak topped with fried egg to Lancashire hotpot. A full vegetarian choice includes vegetable lasagne, mushroom stroganoff, deep-fried vegetables with barbecue sauce and country bake with sweetcorn combo.

Main courses will be accompanied by potatoes and other vegetables. Daily dessert dishes will include country apple pie, lemon sponge pudding, plum crumble and traditional bread and butter pudding, and each day ice cream will be available as a lighter alternative.

In addition to full meals, Mitcheldean diners will be able to visit a series of Deli Bars for freshly made sandwiches and rolls, seasonal salads, pies, cold cuts and fresh fruit.



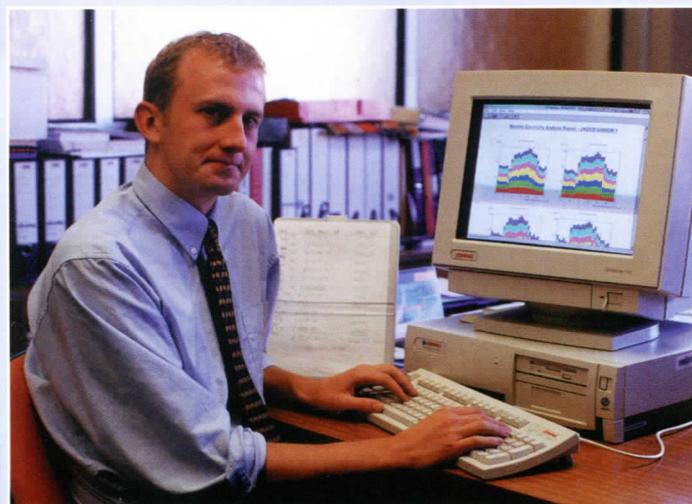
■ An artist's impression of the new satellite services for Building 4. The catering standards will be the same throughout the site.

P.S. Charlie saysbaked beans or chips are available with everything - and all, yes all, desserts will be served with creamy custard!

TUF Award



■ Safe shoes make sense. Jackie Young of Asset Management successfully prevented any injury to her feet by wearing safety shoes at work. Jackie is seen here receiving a Tuf Shoes award in recognition of her good sense from Tony McGinn, area representative of Tuf (right), with John Spratley, environmental health & safety manager.



■ Alastair Speers, Works Engineering IP, seen here with the Internet-based electricity purchasing system.

Internet cuts electricity costs

Xerox is one of the pioneers using a new Internet-based system for electricity purchasing. "When we looked at our energy purchasing activity," said Julian Shufflebotham of Works Engineering, "we found it was a time consuming process, collating all our detailed analyses of consumption, distributing the data to potential suppliers and engaging in lengthy negotiations to secure a good deal."

This new system enables Xerox to place full details of the electricity supply specifications on a Web site operated by brokers EMB. Electricity suppliers can read the specification and match their bids for electricity supply costs accurately to the Xerox specification.

"This way," said Julian, "we were able to see bids 'on the screen' from 14 potential suppliers and eventually achieve a substantially improved deal - with less negotiation and fewer associated purchase costs than in 1996."

40 YEAR Service Awards

DEREK JONES and BRIAN JAMES arrived on site the same day, since when their career paths have crossed from time to time. Today they work opposite each other in Convenience Copiers where they carry out final run and test on 5815 machines.

Derek joined under our original leadership scheme, became a trainee fitter and later an assembly hand on our first Xerox machine, the 914. In 1967 he transferred to refurbishing, working on various models at Mitcheldean and Lydney.

He made several trips to Venray, but it was the drawing office printers which led to his going much further afield - to Moscow for a fortnight

along with Rex Furley and Mike Ball. "We spent most of that time at the State Library upgrading RX1000s. Later Rex and I went to Riga in Latvia for the same purpose, and in '87 I revisited Holland - again in connection with engineering products."

One of the award-winning Top Team in '86, Derek was subsequently invited to sit on the QIP review committee. He joined Convenience Copiers following a spell in Customisation. Retiring from football after 20 years, he tried golf, "almost joined the bowls set" but is now content to be an all-round sports spectator.

Derek has two sons; the elder, Michael, is a senior engineer with consultants in Bristol while Robert, who has a degree in electronics, works on site at Farmplan.

BRIAN found himself in a hot spot initially - the heat treatment shop - but a few years later was to be found assembling Bell & Howell cameras and projectors, then the 914 machine, during which time he served as GMWU shop steward. Apart from 18 months in PQA, he's stayed on assembly work ever since, being



There was a celebration cake each for Derek Jones (left) and Brian James when they received their 40-year service awards.

engaged on various small and medium size copiers at Mitcheldean and Lydney, and moved to Building 1 six years ago.

Unlike Derek, he had never been abroad for the company until last November, when he went on assignment to Egypt for ten days, along with engineer Gordon Baker, to help train Xerox Egypt staff on the 5317 family. It gave him an opportunity to take a look at the Giza

pyramids and see the breathtaking exhibits at the Cairo Museum.

A life-long cyclist, Brian keeps fit mountain biking, and weight training at the Forest Fitness Centre.

His son Ian also works on site for the Xerox Document Technology Centre in Building 9. Brian's wife, Wendy, is employed by the FOD District Council, and they also have a daughter, Kerrie, who is training to be a chartered accountant.

35 YEAR Service Award

A railway preservation enthusiast since his youth, BOB TURNER is a founder member and shareholder of Dean Forest Railways and for some years was its operating manager. Train networks abroad have also attracted Bob. He's travelled on the preserved steam railways in Colorado and

California, journeyed from the Victoria Falls in Zimbabwe to Johannesburg, and been through the Channel Tunnel before it was open to the public. He recently holidayed by rail in France and Switzerland - once again with a group of fellow train enthusiasts whose name, aptly enough, is 'Along different lines'.

An ex-RX apprentice, Bob's career has taken him down various tracks too. Initially in PED, he became involved with the first NC machines as a planning engineer and programmer in Small Batch. When the latter was absorbed into Parts Manufacturing, he opted to go to Venray on SQA for three years, later working as a CCM applications engineer in Venray and Welwyn.

Returning in 1990, he became a section manager on fuser rolls, and later was involved with the introduction of the robotic welding section. Two years ago he transferred to Materials where he is now rework co-ordinator.



Bob Turner

30 YEAR Service Awards

A design draughtsman for 19 years, ROGER PREECE's horizons widened when, for the next two years, he gave technical support for licensing projects. During this time he helped train engineers from India, Egypt, Bulgaria and Poland in assembly and FRT processes, and it led to his first trip abroad for the company to help set up a production line in Poland.

On his return he became section manager on 1025 assembly, later being involved with the 4030 laser printer and the 5046/47.

Early in 1992 he moved into Convenience Copiers, setting up the 5320/22 lines and subsequently switching to 5317 FRT. For the past 18 months he has been product manager for this family and "We are currently producing the 5815, a cost-down platen version of the 5616."

A skittler with the former Xerox Y-Ciders for over 20 years, Roger now plays for Mitcheldean Horses, and he enjoys attending British Harness Racing events.

He and his wife Brenda have two daughters. Rachel is an RGN at Gloucestershire Royal Hospital and her husband Karl Gwilliam works in

Interplant golf results

The 1997 Interplant Golf Tournament took place at Letchworth Golf Club in Hertfordshire on the 1st September. This year nine sides were entered, with one from Mitcheldean and a newcomer - an RX Pensioners team including Keith Laken, who was a member of the winning Mitcheldean team in 1995. With the first players teeing off at 8.30am an earlier start was required and alarm clocks were set for 4am.

The morning rounds were completed, and as the scores came in the London CBU were in the lead with a combined score of 153. Welwyn Garden City 'A' came second on 146, Bridge House ODP third with 138 and Mitcheldean in fourth place on 134 waiting to pounce in the afternoon. The best performances from Mitcheldean in the morning came from Dave James with 37 points and Dave Robinson with 36 points.

In the afternoon there was again some good scoring, and it was Bridge House who performed the best to finish with a total of 295 and win the Haggitt Cup.

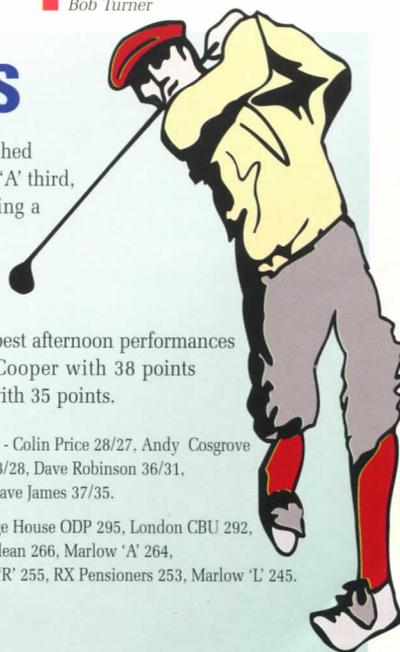
London CBU finished second and WGC 'A' third, Mitcheldean making a respectable fourth.

Mitcheldean's best afternoon performances came from Mike Cooper with 38 points and Dave James with 35 points.

Mitcheldean scores - Colin Price 28/27, Andy Cosgrove 28/28, Phil Mitchell 28/28, Dave Robinson 36/31, Mike Cooper 33/38, Dave James 37/35.

Team scores - Bridge House ODP 295, London CBU 292, WGC 'A' 282, Mitcheldean 266, Marlow 'A' 264, WGC 'B' 256, Marlow 'R' 255, RX Pensioners 253, Marlow 'L' 245.

Andy Cosgrove



30 YEAR continued

our Asset Recovery Centre. Claire works for Gloucester City Council and is married to a BT engineer. Between them they have given Roger two grandsons and a granddaughter.

Always an assembly man, MIKE RAWLINGS (better known as Oscar) has worked on both medium and small copiers, most of the time in FRT. He was located at Lydney in the early '80s, and was a member of the team at the Welwyn pilot plant who helped bring the 5046 through to stable production later that decade. With the termination of the 5047 last June, he joined Convenience Copiers where he is engaged on systems set-up in the Hodaka section.

He and his wife Jean, who works at the Wilderness Field Study Centre in Mitcheldean, have two sons. Steven is employed in our purchasing department while Christofer is a greenkeeper at Rodway Golf Club. "He's just won through to the top five in the south-west division of the

Greenkeepers Association annual contest," Mike told us.

Mike likes to spend his leisure-time on 'green' activities too - he's long been a keen gardener and is now specialising in chrysanthemums. He goes to shows along with Xerox pensioner Dennis Trigg, who has won numerous awards, and "I'm learning from him," says Mike.

Starting in assembly operations, FRANCIS WITTS has worked in Parts Manufacturing, and CBA refurbishing where for six years he operated alongside his brother Philip (now engaged in high volume printing, and with 26 years' service to his credit). Having the opportunity to join QA in 5046 assembly, Francis came into the DMC area, becoming a leading hand.

About a year ago he transferred to Asset Management to set up DMC in that area, a job which involves liaising with SQA and with suppliers in the UK.

Francis keeps on the move in his leisure-time too. He enjoys walking his three Cavalier King Charles spaniels, and mountain biking. And he's getting further afield these days - not on two wheels but on four - touring all around England with his wife Carol.

Both she and their son Lee work in Cinderford - Carol at Grindles Coaches and Lee at Plastex International.



From left: Roger Preece, Mike Rawlings and Francis Wits.

20 YEAR Service Awards

From left: Ashley Hornchurch (Printing Systems), Mike Humphries and Terry Osborne (Convenience Copiers), and Don Wood (MRT) - all 20-year service award men.



From left (front row): Gordon Holder (Fuser & Frames), Graham Mansell (Convenience Copiers), Peter Williams, Terry Lyall, Fred Powell, Roger Beckett and Dave Parker (Printing Systems); (back row) Terry Darrington (Customisation), Mike Trigg, Steve Boseley, Steve Wilce and Chris Evans (Convenience Copiers), John Harper and Glen Powell (Asset Management). Others who have reached this milestone in recent months are: Richard Morgan (Transport), David James, Glyn Grindle, Dave Lea, Robert Skillern and Steve Venner (Asset Management), Ken Syme (Group Cost Engineering), John Bush, Tony Powell, John Gwillt, Granville Scriven, Clarence Waite, Kevin Williams and Geoff Tuffley (Convenience Copiers), Phil Collinson and Barrie Havers (Remanufacturing), and Dave Simpson (Printing Systems).

25 YEAR Service Awards

JOHN BAKER has numerous interests - "So many, I wonder how I find time to come to work!" There's wood and metal work, DIY, video filming and oil painting, not to mention a comparatively new hobby as a member of Weston-under-Penyard Bowling Club.

Initially a dev. box assembler, he spent some time at Hereford sorting out parts, had a spell at Cinderford in raw material stores and, back on site, in the press shop. Then, from CBA refurbishing, he moved across site to Dismantle & Clean where today he strips down returned sub-assemblies - mainly dev. boxes - cleans and rebuilds them.

His son Paul provides production support to the EMC auto section. John and his wife Rene also have a daughter, Lyn, who is secretary to former Mitcheldean manager Peter Whiles at CNC Electronics. And they have four grandchildren. Rene herself is a part-time warden at Penyard Gardens, the supervised dwellings at

Weston-under-Penyard, where she has helped care for residents for 14 years.

First engaged as a reliability engineer to carry out life testing of components, MIKE SELWYN switched to development of components and systems for our machines, achieving a patent for a corotron cleaning device. Most of his career has, however, been in the field of product safety. As manager, his job involves ensuring our machines comply with all relevant legislation, both CE (Conformance European) and EMC (Electromagnetic Compatibility). The work includes sitting on various committees and this has led to travel to places ranging from China to South Africa - where he met his Italian wife.

Mike has many interests too. He is a radio amateur and former secretary of the FOD Amateur Radio Club, and is intrigued by the workings of computers - "I once built my own". He also enjoys photography, wine-making and all types of dancing.

John Baker and (right) Mike Selwyn.



Obituaries

We regret to report the deaths of the following pensioners:

- Clifford Griffiths**
(84) 11th July;
- Basil Dooley**
(66) 15th July;
- David Turner**
(61) 18th August;
- Betty Kirsch**
(71) 20th August;
- Ray Reed**
(62) 15th September.

Profile - Brian Fowler

The enrolment of people on further education and training courses makes the autumn a particularly busy time for training manager Brian Fowler - it's the culmination of many months of preparation. Embarking on their careers this autumn are Mitcheldean's intake of nine Modern Apprentices - four technical and five business studies.

Having started as an apprentice himself in 1968, Brian can identify with these young people (we recall featuring him in Vision when he won the James Fielding trophy for best exhibit in a county craftsmanship competition).

After casting off his apprentice 'smock' and gaining some design engineering experience he opted for a career in training. "In those days we had an apprentice school in the old maltings building; today our apprentices attend local colleges for their first year."

When information technology was making an impact in the '80s, Brian helped to set up IT facilities within the training school which was itself incorporated in the Mitcheldean Enterprise Workshops area. He well remembers meeting the Duke of Kent who performed the official opening of the MEWS in 1985.

Towards the end of the '80s he was involved as one of the members of the team in the transition of the Electronics Manufacturing Centre from Welwyn to Mitcheldean.

The training programmes devised won us the 1991 National Training Award, and Brian together with Kevin Horrobin (then materials & electronics manager) represented the plant at a London ceremony when the Prince of Wales announced the winners, and met BBC TV presenter Valerie Singleton.

At a later ceremony in Cheltenham, when Kevin accepted the actual award on our behalf, he said: "We recognise the importance of training and its direct correlation to customer and staff satisfaction."

At that time we were working closely with the Gloucestershire Training & Enterprise Board towards receiving the 'Investors in People' accreditation, an achievement which we were able to celebrate early in 1993.

The 'people goals' we set ourselves included the introduction of National Vocational Qualifications in business areas. Brian, whose responsibilities cover the majority of the production areas, is part of the group that has been rolling out NVQs. "We were one of the first organisations in the country to get involved in this," he told us.

"Our Modern Apprentice scheme is linked to NVQs too, embracing a wider age range and offering wider career choice than before. Investment in training is now greater than ever and staff associated with it have put in a tremendous amount of work."



■ Brian Fowler

Among the initiatives in which Brian has played a part is the multiskilling programme which enhances the skills of our employees, providing them with the opportunity to match themselves to the requirements of future business.

Then there's the successful Skills for Life scheme, run in conjunction with the Royal Forest of Dean College, which encourages people to acquire new skills ranging from computers to communication.

Some of Brian's community links came with the job, others have evolved with it. He has long been our main contact with schools and colleges. Chairman of governors of Lakers School, a grant-maintained school where he was once a pupil, he is also a governor of the Royal Forest of Dean College. And he has a personal link with Mitcheldean's Primary School, for his wife Sue is a teacher there.

As a company we are active members of the Forest Education Business Partnership which promotes the development of links between education and industry. Says Brian: "We have visits from both teachers and pupils from local schools, and we visit them, with a view to giving young people a better understanding of the world of work, and increasing their awareness of the career opportunities within the manufacturing industry."

"Through these links we are able to meet many 'end customers', and provide young people with the opportunity to experience our products and services."

"We have some 70 young people coming to see us annually for work experience; we could never do that, of course, without the valuable help and support from departments where they are placed, again providing careers guidance and support."

Later they may come to us as apprentices, on industrial placement or as employees. "I'm always pleased to see those I once met when they were at school take up responsible positions, maybe here at Mitcheldean or as far away as California's 'silicon valley'."

A member of the Engineering Advisory Panel for GlosCAT, Brian also works with major employers, such as Messier Dowty and Smith's Industries Aerospace, to raise the profile of engineering.

"We are particularly keen to encourage girls to take up engineering as a career," he told us.

Obviously Brian doesn't let the grass grow under his feet - except in out-of-work hours!

A practical man, he enjoys not only DIY and gardening but also growing grass on his 'patch' near Coleford. Ensuring a good harvest of hay - and quality people for Mitcheldean - are twin goals.

Any news for Vision?

If you have, then please -

- Mail it to Vision at The Mews
- or leave it at main reception for collection
- or ring Ewart Woolley on Ext 1496 or Dean (01594) 544314.