Vision

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THE DOCUMENT COMPANY
XEROX

Cover shot: Claire Phelps with students from Haberdashers' Monmouth School for Girls

Al Dugan presents Customer Hero awards

Mitcheldean Customer Heroes received awards from Al Dugan when he visited the site on 2nd and 3rd March 1998. This included a team from the Digital Colour Value Chain (DCVC) in Building 1 and two teams from Electronics in Building 4.

Al Dugan visited many parts of the Mitcheldean site during his two-day visit. On the first day he carried out an operations review of the Digital Colour Value Chain, covering progress on DC 220 family and the new colour production plans for DocuColor 5750. He also visited the Printing Systems Group including DocuTech.

On the second day of his visit Al opened with a briefing meeting for managers on the site, reporting on 1997 performance and reviewing both achievements and disappointments of the year. Success stories he highlighted included the overall improvement in manufacturing performance, the value of Customer First initiatives, the growth in customer and employee satisfaction, and the progress made on digital and colour products.

Disappointments highlighted included revenue growth, general and administrative expenses and the lateness of network products ... and the whole business's lack of speed. CSS performance was also reviewed, and Al emphasised that, overall, we had delivered on promises ... and had much of which to be proud.

In his review of direction for 1998, Al pointed out that Xerox must judge its performance in relation to businesses like Hewlett Packard, Compaq and Dell. He said that we must all see Xerox as being in the digital market place, and that in order to compete we must achieve much higher revenue growth, lower costs and speedier actions all round, emphasising that the business worldwide has good growth potential, good technology, a strong brand and great people.

Following the briefing meeting, Al Dugan toured Electronics in Building 4 and then reviewed the new Electronics Integration Facility.

The DCVC customer hero team members, featured in the last issue of Vision, are pictured here after receiving their awards from Al Dugan. From left to right: Julian Priest, Kevin Norris, Kean Gunton, Gene Lewis, (Al Dugan), Andy Portlock, Alec Davis and Sean Mills.

Our picture (right) shows some members of both Electronics teams. From left to right: Allen Piddock, Neil Price, Anne Bradley, Richard Swithenbank, Tim Gargan, Ian Wilson, Simon Derricutt, (Al Dugan), Colin Price, Trevor Green, Richard Beacon and Alan Walters.

IMCB Costdown team members are Colin Price, Graham Parker, Richard Beacon, Ian Wilson, Phil Mitchell, Trevor Green, Steve Zimmerman and Anne Bradley. Interface PWBA team members are Neil Price, Colin Price, Simon Derricutt, Alan Walters, Trevor Green, Richard Swithenbank, Ian Wilson, Nick Hill, Anne Bradley, Allen Piddock, Richard Beacon and Tim Gargan.

Al Dugan talked to many people on his tours round the site. He is seen here in Digital Colour Value Chain (first picture) with Dave Ventris Field, and (second picture) with Paddy Weir, Suzanne George and Alec Davis.

In Electronics (third picture), accompanied by Neil Price (left) and Yves Zucconi, he met Val Adams. In our last picture he is seen with Yves Zucconi talking to Pam Andrews.

It's our company ... own it

On 3rd February 1998 more than 200 Mitcheldean managers watched the Direction '98 satellite broadcast. The broadcast, which was being shown to Xerox people worldwide, included a message from Xerox chairman and chief executive Paul Allaire and president and chief operating officer Richard Thoman, and a question and answer session with Xerox people all over the world.

Paul Allaire welcomed the personal contribution made by everyone in the business and emphasised that by planning all actions as if the business was your own would lead to even better performance in 1998.

He also thanked everyone for their efforts, which achieved a good year for the Corporation in 1997.

During the broadcast, Paul Allaire also highlighted the importance of the Xerox corporate values of winning customer loyalty, improving employee motivation and satisfaction, delivering a profitable return, achieving quality and excellence in everything we do, and behaving in an ethical and responsible way.

The live question and answer session began with a question from Mitcheldean's Phil King, who asked what Paul Allaire and Richard Thoman saw as the major challenges for the manufacturing and supply chain in meeting the Xerox vision for 2005 and beyond.

Paul Allaire said that manufacturing, as well as the supply chain, is going to have to continue to modernise and take more and more steps out of the process so that we can be more productive and effective, indicating

Students design quick change for EPROMS

A team of students from Haberdashers' Monmouth School for Girls, under the auspices of the Engineering Education Scheme in Wales, has been working with Xerox Mitcheldean engineers Claire Phelps and Neil Stott in Building 1 to design a new, cost- effective tool which makes the process of changing an EPROM (Erasable Programmable Read Only Memory) quick and easy, without damaging either the EPROM legs or surrounding circuitry.

Many Xerox products use EPROM chips to carry vital operational information. Typically an EPROM chip, mounted on a circuit board, is used to carry English, French, Dutch or other language instructions on DC 220 family products. Often these chips need to be changed after assembly of the board, and this can be an awkward manual task ... and a costly one if the chip is incorrectly inserted, damaged or scrapped.

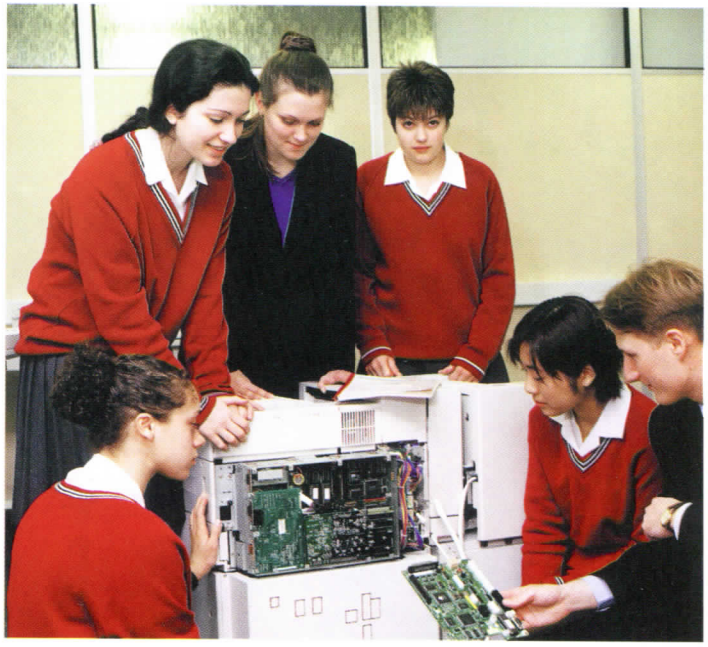
The Haberdashers' student team members, Rebecca Stanworth, Kate Taylor, Kate Bayliss, Katy Orton and Joey Fung, who are studying for their 'A' Levels, are all considering engineering as a possible career. Haberdashers' teacher Mrs Anne McLaughlan commented, "We all found this an exacting and interesting 'real world' project, and it has really motivated the team. We hope to continue to take these opportunities for future women engineers in the years ahead."

The project started in October 1997 with a visit to Xerox and an introduction to the problem by Claire Phelps and Neil Stott. After they had completed a detailed project brief, the team carried out research on the Internet, surveyed EPROM makers and their product ranges, and examined EPROMs in detail.

The team then conducted a brain-storming session, coming up with nine possible ideas - ranging from plastic and metal grippers to special pliers, pressure pads and suction devices, and modified extractor tools. These ideas were all considered at a two-day course at Swansea University run by the Engineering Education Scheme in Wales. Eight of the nine ideas were rejected - due to complexity, difficulty of manufacture, materials problems, static electricity problems and difficulty of use.

The successful design is simple to make; a piece of metal is bent into a horseshoe shape, providing two arms to surround the EPROM. A handle is fixed to one arm and a spring-loaded bar is attached between the two arms to give an even pressure on the top of the chip.

The tool can be used for both insertion and extraction of chips. To insert the chip it is placed into the tool, which is then placed over the holder and light finger pressure ensures the EPROM is placed accurately. To remove the chip the lower arm of the tool is inserted between the chip and the holder and the tool is lifted so that the chip is removed neatly without damaging the circuit connections.



Checking circuit boards on DC 220

After a first prototype was made, Xerox engineers tested it and suggested minor modifications to suit different chip designs. They also asked the team to consider ease of use.

The student team then held another brainstorming session to find possible design solutions for the handle. This process resulted in a simple, one-piece handle, enabling the tool to use metal throughout, thus eliminating static problems as well as reducing cost, avoiding maintenance and cutting the components to three! All three components - the handle, the spring and the insert - can be fabricated by welding or pressing into one integral unit.

"Everybody learned and gained a lot from this project," says DC 220 family customer focus engineer Neil Stott. "The students had a real engineering problem to solve, and Xerox saw a number of novel ways of tackling the EPROM change process. Now we will evaluate the design very carefully, consider it with our colleagues in production and electronics, and see if we can justify production of a number of tools for use in our build process."

"We were really pleased to see the work by this team," said Mitcheldean training manager Brian Fowler. "We are keen to encourage more women to make a professional contribution to engineering here, and I hope they all continue to develop their engineering careers. I hope any family members of Xerox people who wish to know more about engineering opportunities will contact me."

The EPROM tool in action

that the plans for this year are for manufacturing (performance) to be in excess of 10 per cent improvement in productivity.

Richard Thoman said that he believed we have a terrific manufacturing group around the world. He went on to say that there are a lot of companies today that work almost uniquely with their suppliers on the internet - to pick up speed and lower cost. He said that we're not doing that today, and that every place we look, even among our best functions, there is more we can do.

Paul Allaire added that by manufacturing productively in units of one in the future so that we really are building a product for the customer and getting the product to the customer very quickly, we remove a lot of time from the process. This results in more efficiency and less inventory. Overall, he said, this would be a more effective approach leading to higher customer satisfaction.

Colour is already big business

Dave Tyler, Tim Lakin and Brian Aitken checking colour performance

Today there are more than 1,000 large Xerox colour machines working for customers throughout Europe. Already some of these machines, with under 500,000 copies, have been returned for a dust-off repair process.

Asset Management Business Centre has built up a dedicated team working on all the Xerox colour machines. The latest achievement - to provide DocuColor 40 support, is being shortly followed by reprocessing of Regal and MajestiK. The team is now developing these skills in readiness for the 5799 Countess machines made by Fuji Xerox. Reprocessing of DocuColor 40, Empress and Countess will follow in the future.

DocuColor 40 is a key product. It produces colour quality comparable with litho printing, and many printing companies are coming to depend on it as a production workhorse to print short run colour brochures, leaflets and point-of-sale material.

The Asset Management team, with technical support from Tim Lakin, covers the complete colour system, including the separate 'add-on' Fiery and Scitex image handling systems which 'pre-process' digital colour images before transmitting them for printing on the colour printer/copier. These units can be linked to most colour products, including DocuColor 40.

"Many of these products," says Tim, "have a substantial capital value - the DocuColor 40, for instance, is valued at more than £100,000. At that level any downtime is very costly, and we are under great pressure to achieve rapid turnarounds to get the asset through our system and back on a user's premises, earning its keep."

Engineer Brian Aitken says "We now often operate on 3-5 days to meet our customers' needs. Generally, most colour machines come back for reprocessing at between 100,000 and 500,000 copy cycles, depending on the product - but we also refurbish machines after showroom or demonstration use, and we do much more work on machines which have suffered from accidental impact or pollution damage, such as one machine which suffered an overdose of cement dust!

'Sometimes we have to be colour detectives...'

"Sometimes we have to be colour detectives and may spend many days identifying the cause of problems which may have baffled the service team."

In the case of a damaged product, the reprocessing costs can be up to £10,000 to restore it to the original specification - or more if it involves work on the laser imaging system by the ROS team.

"We play a key role in relationships with the end users," says Tim. "Our product range gives Xerox sales people an additional opportunity, often allowing them to get a large, complex, high value machine on the user's premises more speedily than waiting for a manufactured machine. This type of work is growing rapidly as Xerox continues to develop the colour and digital markets. Volume is doubling annually in second user equipment. When this type of activity started, our team numbered six; today it has reached more than 20, and supports work on DC 20, DCS 35 and DC 230 family, as well as DocuColor 40, Countess, Regal and MajestiK.

'Stop it' quiz winners

Brian Chelu of GBAS was the overall winner of the 1998 'Stop it' quiz, run by the Occupational Health Department (OHD) to highlight national No Smoking Day on 11th March. Once again, GBAS did well, contributing three of the five winners who received their awards from Charlie Walker on 18th March. Seen here are (from left to right) Shirley Watkins of Interconnects (who just missed a prize last year), Anne Walsh from GBAS, OHD Nurse Sue Venner, and Brian Chelu and Heather Gane, both also from GBAS. The other award winner, Pat French of Interconnects, missed the photocall as she was on nightshift.

If you want more information or help to give up the dreaded weed, call the Smokers' Helpline on 0800 002200.

Training successes in Building 1 North

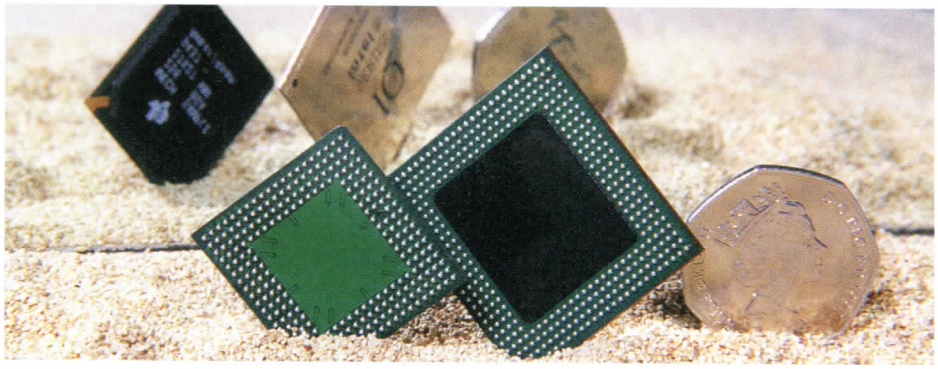
Building 1 North logistics supply training successes during 1997 included Dave Duberley, who achieved his Certificate in Management Studies, Sean O'Connell, who achieved his National Examining Board for Supervision & Management certificate, Graham Merrett, who passed his NVQ Level 2 in warehousing and distribution, and Sharon Hutchence who undertook study for an Institute of Purchasing & Supply qualification.

Further reward was received by Ivor Price, who received a 1997 Earth Day certificate for his efforts in the recycling of cardboard corners, with a cost avoidance of £5,000 per annum.

Our picture shows some of the team members from Building 1 North including (from left to right) Dave Duberley, Larry Bruton, John Davis, Gary Roberts, Carol Hampton, Sean O'Connell, Siobain O'Mahony and Graham Merrett, seen here with Ivor's, Sean's and Graham's certificates. Larry, John, Gary and Carol built 50,000 defect-free kits in 1997. Sean and Siobain achieved their First Aid awards.

Ball Grid Arrays come to Mitcheldean

The drive for better customer value in Electronics depends on lower overall costs, faster production and better quality. This, in turn, means placing more and more components on each circuit board, using more rugged components and utilising our existing automated production lines at maximum capacity. The introduction of one new technology, Ball Grid Arrays (BGAs) by EMC in Building 4 helps to do all these things.



Complex, but small - sample Ball Grid Arrays seen here with a 50 pence piece!

Essentially it is a simple concept, mounting components using tiny balls of solder. This new technology eliminates the hundreds of tags and component leads required to link a complex micro-processor to the circuit board, minimising all the other problems of super accurate placement to get every lead in the right place. In addition, it enables these complex components to be much more rugged and resistant to damage and allows more components to be placed on the board, giving higher circuit densities, faster operation and better quality.

The key advantage is that the solder balls melt rapidly and completely at a very precise and constant temperature. This liquid solder forms a droplet which has strong surface tension forces. This means that even if a microprocessor is placed 50 per cent off its final location, the droplets of solder will reflow to match the solder location pads already printed on the circuit board, and as they reflow the surface tension forces in the liquid solder 'pull' the component into place to give a very accurate placement, and a good electrical joint.

While the BGA technology has major advantages in terms of circuit density, performance and final quality, EMC has had to design new processes to ensure consistent and accurate solder melting and overcome the moisture sensitivity of this new type of component.

The most critical issue is oven temperature control. Ovens are now re-calibrated more frequently to maintain the temperatures required for accurate and consistent solder melting at both the centre and outer edges of large components. The application of solder/flux is also important. Since the individual solder balls on a BGA component are less than 1mm apart and contain most of the solder, more precise solder paste application methods have been designed to ensure that the melted solder flows accurately to prevent bridging across adjacent solder balls and consequent circuit failures.

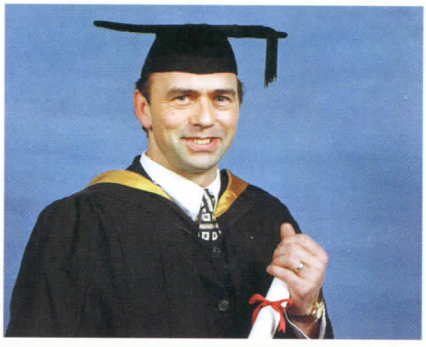
"One hundred per cent performance is essential here," says EMC's manager of automation engineering Richard Swithenbank, "because we cannot carry out a visual inspection, since the solder balls are beneath the component. Getting it right first time is vital, otherwise we face costly X-ray inspection by specialist external contractors, reworking and repeat X-ray inspection. Provided that we follow the new processes and maintain strict disciplines of temperature control, correct flow application and humidity control, this new technology will provide major benefits to EMC and our customers worldwide."

Richard continued, "This new technology achieves significantly better performances, better thermal management and avoids significant additional investment, while quality to defect levels of less than 1 ppm/joint can be achieved. Ball Grid Arrays are being piloted on the surface mount line 8 in Building 4. The first PWBAs with BGAs will be for the N24/N32 product range, which is already in production."

Labels X team success

The Labels X team, part of Fuser & Frames, have reached Level 4 of the X team process. "This is a significant achievement," says sponsor James Newman. "The team are showing great initiative and really moving well towards developing their own profitable operation while improving customer assurance, process management and their own levels of satisfaction."

The Labels team produce all types of plastic and metal plates, including traffic warning signs, location signs, embossed items and other products for every business area on the site. Pictured, from left to right, are: Jo Griffiths, Faye Brown, Sharon Pearce, James Newman (sponsor), Alan Essex and Claire Evans.



Congratulations

Two successful candidates on HNC courses were awarded their certificates on 28th November 1997. Following a course at Gloscat, Fuser & Frames' Steve Batcock (top) from Building 5 achieved his HNC in Engineering/Manufacturing. David Paull, (below) who works on Hodaka in Building 1, achieved his HNC in Mechatronics. Congratulations to them both!

Rapid move for Light Lens

The market for digital products is growing fast ... but there is still a substantial demand for newly manufactured light lens products.

The development of our European business structure has prompted a number of actions to meet the needs of a rapidly changing market - including the formation of two new business centres; Light Lens Business Centre (LLBC) and Digital Colour Value Chain (DCVC), which take over the functions of the Systems Assembly Business Centre, which included Convenience Copiers.

As the markets for colour, digital and light lens products develop, Mitcheldean is adapting to the changes - and three major moves are in progress as part of this. In Building 1, DC 220 family production is being increased and DocuColor 5750 is starting up production, while existing Light Lens production is moving to Building 3/1. When this process is complete, all digital/colour production will be in Building 1 and all light lens production will be in Building 3/1.

Steve Pomeroy's Light Lens team, who work on 5824/26/28/30, moved recently to Building 3/1 . This was a massive task, involving a complete re-layout of the new line area, relocation of the assembly lines, and installation of electrical and related services to support production.

The move started at 1.00 pm on Friday 27th February and was completed by 8.00 am on Monday 2nd March. Not only was the move completed within the weekend, but it enabled all production to be concentrated within a part of the Building 3/1 floor area some 35 per cent less than that available in Building 1.

"The whole exercise," said Steve Pomeroy, "was a great example of empowered teamwork - between our team and those of Works Engineering and outside contractors Benshields and L&M Painters, co-ordinated by Dave Poyner."

In the weeks preceding the move, Dave Poyner met regularly with the project team, including Neil Beard, Paul Kools, Dave Roberts and Brian Whittington, to ensure that the functions of production, materials supply and logistics all interacted smoothly to complete the move efficiently.

Like all good moves, this one depended on detailed planning. Neil Beard produced computer aided design layouts. Large diagrams were designed for actual layout on the floor, and each production team worked with the project team to ensure that their section was laid out correctly and could be moved easily. There was a huge amount of detail work - every rack had to be coded before the move and every piece part had to be counted ..... and there are 4,000 of them with eight different configurations ..... think about that!

Steve said, "At the same time as detailed floor layouts were being planned, the Works Engineering team and sub-contractors were upgrading the 3/1 area to Building 1 standards, including installing new overhead facilities supplies with additional communication systems, decorating walls, building new offices and ensuring location points for heavy equipment, including the stretch-wrap facility and flexigrid conveyors."

Members of the project team from left to right (standing) Mark Lythaby, Paul Kools and Neil Beard, (seated) Brian Whittington, Heather Hudson, Tony Waltham and Dave Roberts.

Members of the Works Engineering team: (on the left) Andrew Davies, David Taylor, Rob Taylor, Kieren McHugh and Dave Poyner and (on the right) Wayne Jones, Richard Meek, John Wynn and Roy Owen.

The move plan was based on transfer of people and equipment moving down the line so that final test, pallet mounting and shrink-wrap activities were left until last - continuing with normal work until all machines assembled in last week of February were ready for despatch. This enabled some real production work to take place even during the move period.

"Everyone was pleased with the move," said Steve. "Moving more than 100 people *and* the line was a massive task. It was achieved without any disruption to production - and with quality and value maintained. Our big challenge now is to actively manage our materials so that we can speed up production in a smaller work space."

"The light lens market is still a very healthy and important one for us all, with a strong demand for our Mitcheldean products," Steve continued. "We expect to increase 5824/30 annual production rates from 16,000 to over 20,000 during the course of the year. The successful move was a huge weekend task for both our production team and Works Engineering, who have been working for many months to plan the move. My thanks go to everyone who worked so hard to make sure we achieved all our move targets."

Members of the Light Lens pictured here, from left to right, Tony Waltham, John Bush, Teresa Jordan, Tony Baldwin, Caroline Jones, Louise Francis, Liz Goode, Helen Stephens, Paul Halford, David Sherwood, Lorraine Day, Terry Williams, Mike Skelton and Julie Humphries.

Those were the days?

We all talk about facing changes and adapting as if it is something new ..... but adapting to change is something everyone does well at Mitcheldean - our business today is a sign of our success in handling change. Your ideas and comments about the changes some time ago at Mitcheldean - illustrated in our picture here - are welcome.

Clever camera follows speakers

The new video conferencing facility in Building 8/1 features a clever camera which automatically follows each speaker - panning and zooming each person as they speak.

The new system, known as Concorde, is designed to allow groups of up to 16 people to communicate with their colleagues and customers worldwide. It includes two large screens, a video player, computer links and document transmission, so that everyone at the conference can share all types of information.

Tony Scott, of Information Management at Mitcheldean, says, "The system is designed to reduce our travel and meeting time costs whilst improving communications in video conferencing."

The first team to use the new conference facilities was from the Fuser & Frames Business Centre. Team members were discussing business with their colleagues in Webster. Seen here, on the right from the back, are Chris Clarke, Jerry Hatch and Tony Wood, and on the left from the back, Ferruccio Marangon, David Booth and Chris Barnard.

Technology Council recognition

Robert Harris

Seven Technology Councils throughout Xerox Corporation share best practice worldwide in all aspects of manufacturing technology to improve productivity, working conditions and customer service.

Mitcheldean's Robert Harris has been recognised for his contribution to the Interconnects Sub-Council, part of the Component Fabrication Technology Council (CFTC).

The Interconnects Sub-Council is now considered as the 'benchmark' worldwide. Robert's contribution as chairman since the foundation of the project was recognised in January by the CFTC team.

Congratulations Robert!

DCS 35 new build production ceases

Our picture shows, from the right, some of the DCS 35 team members: Steve Dolton, Clive Cooper, Bill Smith, Vic Jones, Brian Jordan, Gary Peglar, Steve Powell, Jane Whitlock, Pete Skelton, Mike Grindle, Andy Sollars, Graham Hudson, Dave Roberts, Steve Carpenter, Darren Matthews, Rob Lewis and Nick Farr.

More than 2,700 Document Centre System 35 (DCS 35) units have been produced in Building 3/1 since this revolutionary product was launched two years ago. DCS 35 was the first digital multi-function machine to be built at Mitcheldean and many of the achievements of DC 220 family production are based on the processes developed for DCS 35 in Building 3/1.

This complex unit, which will continue to be reprocessed on a retained ownership basis, allows up to 50 users on a PC network to print, copy and finish documents from their own desktop machines at rates of up to 35 pages a minute and print resolutions of 600 x 2400 dpi with image enhancement.

"Only two years ago," said production engineering manager Steve Dolton, "it was an entirely new product concept, making a major contribution to office productivity. DCS 35 was a key strategic product initiative. As it was based on the 4235, our big corporate customers, such as Rover, were able to be quickly satisfied with an advanced and highly reliable system, enabling them to profit from the latest digital technology. Our experience in building DCS 35 gave us all an excellent skill base for the DC 220 family and subsequent digital products which are so important to European manufacturing. It is already being replaced by even more advanced products - such is the speed of change in the digital marketplace. Sufficient stocks of DCS 35 have been built to support sales through 1998 and it's anticipated that units will be returned for second user reprocessing within the Asset Management area."

Official opening of new ROS room

On 4th February 1998 Gerry Lane officially opened the new ROS room. Our picture shows, from left to right, Gerry Lane, Mike Bendall, Daren Green, Ian Davies, John Phelps, Bill Whitlock, Colin Arkell, Dave Wightwick, Stuart Love, Steve Townsend and Terry Zimmerman. Xerox invested £100,000 to upgrade and extend the services with a new facility in Building 13 within the Asset Management Business Centre.

Clever powder business at Venray

Juules van Houdt inspecting organic photoreceptors.

Thirty-three years ago Venray's first manufacturing business - Supplies Manufacturing Operations (SMO) - started up, producing 100,000 pounds of ink powders a year. In 1998 SMO expects to produce over 12 million pounds of developer materials. The design activity is located in the USA, for which SMO at Venray and a second plant in Coslada, Spain are the manufacturing facilities in Europe. SMO products are supplied to all the Xerox markets, with some being distributed worldwide. The growth in business has driven the employment to over 300 staff currently in SMO at Venray.

Picture shows (foreground) Carla Koppes inspecting an AMAT belt and (in the background) Anita Bergs curling a 5090 belt.

A large proportion of SMO's work is high quality production of very clever powders. One of these products is coated fine iron oxide (ferrite). Most machines using the Xerographic process rely on coated fine ferrite beads, which carry toner particles to the paper as a print or copy is made, and then return to the developer box.

SMO manager at Venray Juan Diaz Alvarez sees the business continuing to develop. "As well as this growth in the volume of powders, we have diversified since 1990 into production of AMAT belts (flexible photoreceptors) and rigid OPCs (organic photoconductors). This diversification involved substantial investment, including a new dip coating plant for OPCs. We expect the whole business to continue to grow rapidly, especially in the digital markets, and anticipate investing over $20 million in the next five years to keep pace with demand."

Large machines such as DocuTech use AMAT belts or OPCs to carry the electrostatic image before colour or black toners are applied. Last year SMO made over 2.5 million of these AMAT and OPC components. Production of these key materials and components operates on a process basis, 24 hours-a-day, round the clock. One of the most important activities is process control, and SMO operates two specialist laboratories for SPC (statistical process control) and customer assurance. These laboratories also offer expert customer support, working closely with the SMO customer focus manager, who provides support for all Xerox customers on supplies and related third party products.

"Since we deal with huge volumes of powder, we naturally place a very high priority here on quality, environment management and health & safety," says Juan. "We achieved ISO 9002 in 1993 and ISO 14001 in 1997, and all Venray sites completed EMAS (Eco-Management & Audit Scheme) registration in the same year. We are currently working to achieve the latest occupational health & safety standard BS 8800 by the end of this year. One successful initiative in 1997/98 was the design of a complete recycling and reuse process for 5090 family waste bottle toners, which has substantially reduced this waste stream and simultaneously decreased the raw material requirement here."

Emphasising the value of all the SMO staff, Juan continued, "Our 24-hour operations place a critical reliance on the skills and dedication of our people. We are introducing empowered, self-managed X teams for most areas throughout the business centre. SMO's success so far is a tribute to the teamwork of everyone here, and as I expect our business to more than double in the next few years, we will depend even more on our people to satisfy our customers worldwide."

Juan Diaz Alvarez, manager, Supplies Manufacturing Operations, Venray.

The toner filling line.

Dutch CBU visit Mitcheldean

On a visit organised by Hodaka marketing launch manager Martin Stock on 14th January, visitors from the Dutch CBU were shown round Building 1 by John Evans. Our picture shows, left to right (background), John Evans, Malcolm Mitchell, Marie-Claire Fick, Wim de Jonge and (foreground) Sue Liddington.

Rock Revival Reunion raises £800 for Macmillan Nurses

Macmillan Nurses FOD Branch chairman Liz Nutman and the Rev. Michael Leefield, president, receive a cheque for £800 from (left) Ray Dance and Peter Blake, along with band members of the Rock Revival Reunion (back row, from left) Rob Davies, John Woodward, Bob Davies, Richard Holland, Roger Dutton and Don Webb.

'Rock Revival' was born 25 years ago when a group of Rank Xerox Mitcheldean employees playing in different bands got together for a Rock 'n' Roll jam after the works Christmas closedown. This proved so successful that gigs were repeated at numerous venues including Clearwell Caves, Speech House and nearly all the hotel ballrooms in the Forest of Dean and South Herefordshire.

Some years later, due to restructuring at the plant, several band members left to pursue other careers and so the group was disbanded.

Nearly all of the gigs had been ably assisted by Pete's Beat Disco operated by Peter Blake and Ray Dance.

Last year Peter tragically lost his twin brother to cancer; and when a Rock Revival Reunion was suggested to raise funds for a worthy cause, it was decided that Macmillan Nurses, who provide much valued support to cancer sufferers and their families, should benefit from the gig.

Popular heavy rock band 'Network' also volunteered their help and a hugely successful gig was held on 27th December with the Xerox Mitcheldean clubhouse providing the venue. Club administrator Christine Davies assisted with organisational 'backing' and prizes for a raffle, and her husband Rob (of 'Network') supplied the required sound system.

Quite a few of the players had featured in the old RX Variety Club shows of the 60s/70s. Even Clive Cowmeadow, our resident at Fuji Xerox, who was back home for Christmas, turned up with his guitar.

The event resulted in £800 being raised and, on 6th February, performers and supporters got together at the clubhouse for the presentation of a cheque to representatives of Macmillan Nurses FOD Branch - Liz Nutman, chairman, and the Rev. Michael Leefield, president. Thanks to Christine were expressed in a lovely bouquet of flowers, and everyone spent a happy evening reminiscing.

Xerox Earth Week

With 1998 'Xerox Earth Week' from 20th to 24th April and 'Earth Day' on Friday 24th April 1998, six Mitcheldean entries were submitted for assessment by the Corporate Earth Day Awards Committee this year. These include the Plastics Recycle team, Weld Cell Paint Use Reduction team, 'AA' Battery Reuse team, Dry Waste Recycling team, Fuser & Frames Metal Recycle team and the Viton Rinse Water Special Waste Reduction team.

A longer report in the next issue of Vision will include more information on the environmental initatives and details of winners.

Improving the environment

In our continuing programme of environmental awareness, the 1998 environmental targets have been set for the site. The achievement of these targets will build on the success of previous years in our key aims of 'reducing, recycling and reusing'.

Environmental targets this year include a reduction of 5 per cent in the consumption of electricity, including a site study into the use of combined heat and power (CHP) in order to optimise energy and heating efficiency, and the use of low energy light fittings in any new or replacement applications.

Other targets include improvements in waste and landfill reduction rates and a reduction in any excessive noise to improve the environment for everyone.

Employee participation is central to the success of any environmental initiative. Let's make 1998 the year when each of us makes an increased contribution to a better environment for everyone.

Esmée Halford

The sudden death of Esmée Halford, peacefully in her sleep on 17th February, came as a shock to her family, and past and present colleagues at Xerox.

Aged 57, she headed Mitcheldean's long service league with nearly 43 years' service, chiefly in Configuration Control.

Coming straight from school, she started as post room junior in Rank Precision Industries, at that time the largest manufacturers in Britain of 8 and 16mm cameras and projectors, located in the old brewery buildings, now part of the MEWS. She soon transferred to Production Control and within a year took over responsibility for stock records - the beginning of an ongoing involvement with the materials community in Xerox. She progressed to section leader in Spares Production Control and in 1976 moved to Configuration Control - this was the time of the 9200 to 9400 and 4500 to 5400 product transfers.

It was a job that took Esmée to many Xerox facilities around the world, including Webster, El Segundo and Ebina where she accumulated a vast knowledge of product structure and change management processes and made countless friends and contacts.

By the time she received her 40-year service award she had responsibility for all current product configurations - a job which required the continuous absorption of additional products as they matured from their new product development status at the end of their production learning curve.

Esmée will be greatly missed by the hundreds of people who have reason to be grateful for her help and guidance, dispensed with patience and good humour over the years. Particularly will she be missed by the younger generation who have lost an 'adopted aunt' who, as well as passing on invaluable information, could if necessary point them firmly in the correct direction.

Our sympathy goes to her father, sister Margaret and family to whom she was very close.

Dave Charley

30 YEAR Service Awards

From his start on site as an assembly worker on 2400/3600 models, CHRIS CINDEREY moved into the materials environment during a spell at our former Lydney facility, later becoming an assembly build administrator involved with the 9000 family. He was promoted to supervisor, becoming section manager materials in Remanufacture. More recently, he moved over to the production side of things and says: "We build a great variety of machines to meet the special needs of customers with whom we have direct contact."

His wife Annie attained 20-year service status before transferring to EDS where she deals with site PC installations. They used to go scuba diving and their interests are still 'water based'. While Annie swims in addition to doing aerobics, Chris has reverted to his former hobby of coarse fishing, along with Reman. colleague Chris Meek and Alan Simmonds (Building 1) and "we fish matches most Sundays at different locations."

Chris not only fishes, he keeps Koi carp - in the big pool he has built in his garden, so you could say he's hooked on fish!

DERICK BURNS' career with us started with assembling 813, then 660, machines. He spent some time at our former Gloucester Trading Estate facility, then returned to work in the machine shop.

Mid volume copier and sorter build followed, after which he moved on to small copiers, and he is currently a cell builder in Reman.

Many of Derick's family have worked on site over the years. "Now I'm the only one still here," he told us. He and his wife Linda have two sons and a daughter and four grandchildren.

Having previously worked on Bell & Howell assembly, PETE BALL rejoined us in 1967 to work on the 3600 sorter. After a spell at Gloucester Trading Estate, he spent the following 14 years in the machine shop before returning to assembly operations. For the past six years he's been involved in customising the DocuTech and DT 6180.

Pete's wife Susan works part-time in the Midland Bank, Cinderford. The couple were delighted when last December their daughter Kathryn hit the headlines by winning a competition in the YOU magazine supplement of The Mail on Sunday and was signed up by a model agency. "She's continuing her A-levels while doing modelling on holidays and weekends," Pete told us.

He has two other daughters - Louise, who works in Interconnects, and Sarah who is employed by the Glos. Area Health Authority and has given him his first grandchild, Ellen.

He himself is a member of Cinderford Badminton Club (which "helps to keep me fit") and of Ross & District Motor Club.

Pete Ball and Chris Cinderey (Derick Burns didn't make the photocall).

25 YEAR Service Awards

Coming straight from school, BRIAN WEYMAN started as a shop boy in the Cinderford machine shop, going on to inlet/exit checking on 813 production. Progressing from assembly build analyst, he joined the Paint Shop as a materials analyst and has carried out that job ever since. He came into Procurement via Squirrel stores, and deals today with rework which involves visits to local vendors.

A football referee for 21 years, Brian has officiated at local matches in the North Glos. League and the Senior League. He used to help run the line for Cinderford Youth and is a former committee member of the Town FC.

For the past 24 years his wife Vicki has been membership secretary of the British Holiday and Home Park Association. They have a six-year-old daughter, Georgina.

DWIGHT LALLY's career has centred on commerce - and cricket along with other interests. A Jamaican, he left Kingston after finishing school - and "I made my first trip back there in March last year after almost 40 years," he told us.

After service in the RAF, he joined the engineering group dev.lab. at Welwyn Garden City, then spent three years at Milton Keynes before transferring to manufacturing operations. In 1982 celebrity cricket came to WGC when they arranged an RX v Essex County team charity match, and Dwight (captain) and Mick Scriven (PSBC) on the RX side faced former England players like Graham Gooch, Keith Fletcher and fast bowler John Lever!

Dwight was instrumental in sending a team to Bermuda in 1983, the year that he became chairman of the site's S&SC. Another highlight was a charity match against Samuel Whitbread XI which included other former England Test cricketing household names such as Jim Parks, B. D'Oliveira and J. Edrich. "Now I'm just an armchair player," says Dwight.

He was promoted to management level prior to coming to Mitcheldean and continuing his career in electronics procurement, and today is an EIBC commodity manager supporting ESS Interconnects as well as EMC.

Dwight has a daughter, Maxine, who was formerly a lecturer in law at the City University and is now developing a legal career in the USA.

Brian Weyman, Dwight Lally and (right) Bob Haste.

Terry Hook and Julian Gwilliam. (Missing from this 25-year picture are Dave Spencer, and John Young who was on night shift at the time.)

25 YEAR continued

From being a technician on consumable manufacture at Welwyn Garden City, then a production engineer, BOB HASTE was promoted to manage the AMAT photoreceptor manufacture section. This involved a visit to Oklahoma City - one of numerous visits he's made abroad. He arrived on site in 1990 to manage the 5028 dev. box facility and later ran the 9000 family spares repair activity before taking up his present appointment as manager of Entity Support in AMBC, dealing with second user machines and carcass receipts from the Entities.

Always a keen sportsman, he's been dedicated to football and squash and "I still play the occasional game of squash as well as 'dabbling' in golf."

He likes to support his 13-year-old daughter Amelia who is a keen horse rider; he also has an adopted son, Vinnie, who is aged nine.

TERRY HOOK has been an inspector for the whole of his quarter century, though not always in assembly. He was one of the QA team involved with the 9000 family, afterwards moving on to small copiers and, later, spares packing; but for the past nine years he's been on inspection in Reman.

His main sport has been football which he played in a number of local clubs; now he's a spectator, with a particular interest in Cinderford Town since his son Clayton plays for the side. Terry and his wife Helen, who works for local government, also have two daughters - Sara, a care nurse at Westbury Court Garden Homes, and Alison, a full-time mum with a son who, no doubt, Terry hopes to see develop into a footballer too.

JOHN YOUNG, too, has always been in QA, working on a wide variety of different models, and is currently an inspector on the DC 220/230 line in Building 1.

He lists his interests as reading, doing crosswords and taking part in pub quizzes; he also plays skittles for Royal Foresters, and, he says, likes nothing better than to help Jean, his wife of 26 years, in the kitchen or pottering about the garden.

They have three children - Christopher, a technician at Smiths Industries, Cheltenham; Claire, a nurse at Gloucestershire Royal Hospital; and Katy, still at school.

Assembly operations have been JULIAN GWILLIAM's sphere of activity for all his 25 years. He's helped to build products ranging from the 4000 to the 3600 sorter (at Lydney) and the 9000 family. He moved on to FRT on the 5046 model and some eight years ago switched to small copiers. At the time of our chat he was working on the 5616 as intermediate technician. His wife Becky is a stand-in on subs for that line and they have a 15-month-old daughter called Kayleigh.

Julian also has a daughter Fiona studying at university, and two children at Lakers School - 14-year-old Michelle and 12-year-old Paul. "He's a good cross-country runner and has run for the county," he told us.

Having played for Berry Hill RFC for 22 seasons, Julian enjoys passing on his skills to the younger generation as coach for the under-12s.

DAVE SPENCER spent his first three years with us in the machine shop, transferring to 4000 family assembly. Since then he's worked on a whole range of products, from the 9000 family to the 2300 copier at Lydney. It was while he was working on the 5046 that he, like Julian, went on to final run and test. He was engaged on the 5690 until last February when he switched to the DocuColor 5750 FRT.

Gardening is his main leisure-time interest and he enjoys holidaying in Spain - "It's my favourite holiday country."

20 YEAR Service Awards

A 20-year award group - (from left) Dave Williams, Peter Robins and Robert Sargent (Light lens/digital/colour assembly), Jean Roberts (Interconnects), Carol Rouse and Steve Powell (Printing Systems), Les Lewis (Export), Chris Meek and Tony Baldwin (Reman.), and Mark Sleeman (Systems Integration).

Others who qualified recently included: Jane Meek (Customer Order Management); Roderick Wheatstone, Lyndon Michael, Julie Thomas, Adrian Jones, Pete Griffiths, George Carpenter, Bryan Price (Light lens/digital/colour assembly); Vivian Fennell (Reman.); Alan Marshall (Printing Systems), Jeff Denton (Systems Integration); Steve Johnson, Peter Williams, Sylvia Adams (Asset Management); Robin Donaldson (EMC).

Bernard Smith

We were very sorry to hear of the death of Bernard Smith, who died on 22nd January at the age of 83. He had completed nearly 40 years' service when he retired in December 1978. He joined the Rank Organisation in 1939 and worked at Shepherds Bush in London throughout the war years, coming to Mitcheldean in 1947 as works accountant when as British Acoustic Films we were producing Bell & Howell products.

He became production controller in 1954, then commercial manager in the formative years of Xerox production. He was appointed purchasing controller in 1963, transferring to Group staff as purchasing manager in the mid '70s.

A founder member of the LSA and one of its early chairmen Bernard had been its president for five years at the time of his retirement.

He played a prominent role in community matters too. He was a former chairman of the Forest of Dean Round Table and was elected president of the RFOD Rotary Club in the '60s.

A keen Rambler, he was also a former chairman of the Forest of Dean Local History Society. In retirement he and his wife Gwen lived at Keynsham near their daughter Janet. They also had a son, Peter.

Obituaries

We regret to report the deaths of the following pensioners:

Harry Swainson
(70) 31st January;

Richard Van Der Vord
(73) 1st February;

Leslie Smith
(77) 1st February;

Les Rosser
(71) 19th February;

Joe Burke
(74) 22nd February;

Brendon Wheatstone
(73) 25th February;

Florence Grindle
(78) 28th February.

Profile - Pete Waugh

The 'Bird Man of Mitcheldean' - that's how we see works engineer Pete Waugh.

Budgerigar-keeper in a big way, he has some 300 of these colourful personalities chirping cheerfully in the aviary in his 150ft long garden.

"People say: Don't you find them noisy? But I love listening to them. I've got all sorts in all shades of blue and mauve, green and yellow. There are Recessive Pieds, Crested types and red-eyed Albinos. My dad started me off with a few birds and I went on from there.

Pete has been breeding them for some nine years now. He has worked his way through beginner and novice classes and is now at intermediate level. It's all based on points awarded for success at local shows and area championships by the Budgerigar Society.

"Each stage takes three to four years - it's roughly a 15-year apprenticeship," he explains.

Pete was apprenticed at Mitcheldean too, in another way. Fresh out of school, he came to us on New Year's Eve 35 years ago and learned to repair Bell & Howell cameras and projectors in the service department. When B&H operations moved to London in the early '60s, Pete joined our machine shop, and then works engineering - still as shop boy.

In 1964 he was accepted as a craft apprentice and four years later became a fully fledged machine tool fitter in works engineering. Now a very experienced mechanical technician in Phil Townsend's section, he can be found doing anything from repairing the chain on an assembly conveyor belt to servicing the new Viton facility along with Robert Parkinson.

"We have to learn all about the safety aspects of machine tools as well as their operation. We carry out modifications and sometimes make the new parts required ourselves. I like the variety of work and the teamwork is great."

Pete has got around off-site too. In 1983 he was one of the group who went on training courses in Switzerland in connection with the Duap-Dubied machining cell which produces fuser rolls. "We had to go to the French-speaking part of the country for the Dubied course and the German-speaking part for the Duap one," he told us.

More recently he went to Germany with colleague Terry Morgan and manufacturing engineer Allan Edwards to get to know all about the Building 5 water jet machine and its servicing.

Over the years Pete has widened his horizons in other ways too. He's represented the machine tool section on the industrial negotiating committee, and completed a NEBSS (now NEBSM) supervisor course - "That was an eye-opener!" he says.

For the past 20 or so years he's served on the LSA committee. With the 60s/70s Night now behind them, they're busy with preparations for the annual dinner on 8th May; then there's a trip to Amsterdam on the last weekend in September - quite a full programme.

Pete with one of his prize budgies.

It's been an extra busy time for budgies and their keepers recently too, with the breeding season having started in December - a crucial time for selecting the potential parents that will bring Pete budgie points.

Records have to be kept ("They're going on computer now") and suitable marriages arranged. Removed to 'married quarters', the pairs can produce four or five chicks each. Sometimes, if the hen is a careless mum, Pete has to crop feed them for a few days.

"I buy ½ cwt seed a week and they have to have fresh water every day. It's hard work and I couldn't manage without the help of my wife Audrey. She mixes the soft food for them."

Daughter Emma, aged 11, gives a hand now and then. Son Richard, at 18, is studying information technology at the RFODC but "he's interested in rather different birds!"

Pete attends shows about once a fortnight all over the country. The first will be on 1st July, the last in December. There's a very big one at Doncaster which attracts something like 5,000 birds and Pete intends to enter it for the first time this year.

To show birds you have to ensure they're the right measurement and colouring for their class, and train them to behave correctly, he points out.

"Before I take mine I give them a make-over - clean their 'beauty spots', wash them with a shaving brush (I use soap and Johnson's shampoo). Then a couple of days before the due date, I give them a shine with a bloom spray."

Pete not only shows birds with great success - he is show manager for the Cinderford & District Cage Bird Society. As such, his job is to ensure the birds are in the right order, meet the judges and generally keep everything running smoothly on the day. "We get around 500 entries at our open show in November, ranging from parrots, lovebirds and cockatiels to budgerigars and Bengalese finches."

Pete has now made up his mind to limit his birds to 200 ("though I hate selling them") and concentrate on producing even better quality birds.

He has a special friend in Geoff Capes, a former World's Strongest Man, who is a champion breeder of Recessive Pieds and "he's very helpful".

By the first year of the new millennium, Pete hopes to become a champion himself.

Since he's twice scooped every prize in the budgie classes at the Cinderford members' shows this decade, we'd say he's in with more than a chance.

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.**