

# Vision

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## Inside:

- Al Monahan visit Page 2
- The Skills Partnership Page 2/3
- Heartbeat award Page 5
- Earth Day awards Page 6
- LSA Dinner Page 8
- LSA awards Page 10/11
- Profile Page 12

**Electronics  
Integration .....**  
**a new business  
for Mitcheldean - see Page 4**

Cover shot: Assembling ESS modules in the new Electronics Integration Centre



THE DOCUMENT COMPANY

XEROX

# Al Monahan visits new Electronics Integration Centre

*Al Monahan, vice president manufacturing support, visited Mitcheldean on Tuesday 5th May to see the progress made since last year. During his visit he saw the new Electronics Integration Centre and visited other parts of the site, including Fuser & Frames, Digital/Colour Value Chain, Electronics and Asset Management.*

Overall Al received a very favourable impression of development since his last visit to Mitcheldean - especially the progress made on 5750 DocuColor colour production and the huge growth in digital product manufacture. He was particularly interested in the rapid development of DC 250 digital network manufacture, since not only is final assembly based at Mitcheldean, but modules, and network and input terminals made in the new Electronics Integration Centre are also being delivered direct to Building 1 production lines.

Al was also able to review progress in Fuser & Frames covering the operation of the Viton plant, including a new family of rolls for colour machines. His visit included the business area's environmental achievements and the new facilities for fuser module build.

In his visit to the Electronics Manufacturing Centre in Building 4, Al heard about the plans for substantial new investment in an additional automated surface mount

line, which will make a major contribution in the next year to all production, especially to the new digital product lines.

During his briefing with managers on the second day of his visit, Al commented on the need to become more competitive, especially in the purchase of external services, while recognising that Mitcheldean initiatives in all business areas were making significant progress.

■ Robert Harris (right) briefing Al Monahan (left) on the new Electronics Integration Centre



# The Skills Pa

*Over 300 people visited The Skills Partnership in Building 7/2 on 23rd April to find the answers to some vital questions for all of us. How does the business find the right skilled staff? How can individuals acquire new skills or improve their existing knowledge and skills, career and satisfaction at work? The Skills Partnership has been formed to help everyone on site find the answers .... and then the right actions to take to achieve success in today's very competitive business climate.*

"This new service," says European Manufacturing human resources development manager Colin Court, "is part of our 'Customer First' approach.

■ The Skills Partnership provides a full bank of course information



# Speedy Egypt order

*When a special order was received from Egypt for 100 two-tray modules (TTMs) for 5815 products it was completed in only six working days. The two-paper-tray configuration was unique - in the respect that it usually includes a cabinet. The Egyptian order required a two-tray unit stand-alone.*

This new configuration required new packaging methods and materials, well within the normal leadtime of four weeks, and special build kit arrangements .... all in addition to the normal production requirements.

There followed some quick action planning by the Light Lens 5815 team, including analyst Jonathan Howells, Nic Beech (Finance), Dave Baynham (Engineering), Nick James (Materials Procurement) and Barry Watkins (Configuration Control), and co-ordinated by Cheryl Smith. This resulted in new packaging methods which enabled the TTM units to be packaged in sets of three - and allowed other economies to reduce the price by 15 per cent overall.

When the order was finally confirmed on 25th February, the build team, including Sarah Durbin, Rebecca Baldwin, David Wilson, Paul Davis, Phil Reed and Ken McLeod, completed the 100 special

units ready for despatch by 3rd March.

Cheryl Smith said, "With special orders like this we depend on everyone's co-operation. The paperwork is different, the kitting is different, even the labels are different. The labels team, for instance, turned round our special labels within one hour - and this was just one of the many rapid response actions we received to help us meet the deadline. Thank you everyone!"

Mike Stevenson, manager of Joint Venture Operations, commented, "Mitcheldean's quick response and cost-conscious approach gave us an opportunity to satisfy a valuable customer."

■ The 5815 build team.



# ODPG award

*Members of the DC 220/30 team from Digital/Colour Value Chain at Mitcheldean, seen here with the award from the Xerox Office Document Product Group. (ODPG) This award recognised the hard work and commitment of everyone in the DC 220/30 production team in 1997.*

When writing to congratulate the Mitcheldean team on its achievement, ODPG vice president and general manager Emerson U Fullwood stated, "Thanks for your wonderful support ... as a direct result of your factory production, we were able to deliver over 250 per cent of our DC 220/30 1997 plan. Thank you for an excellent year."



# First colour

*The first digital colour machines were produced at Mitcheldean in March. Simon Jones, who leads the DocuColor 5750 team, said, "We have been working hard towards this for more than six months and we were really pleased to achieve the first full engineering build ... with very few problems. This is due to the sterling efforts of everyone in the team, especially Richard Andrews and Dave Meek."*

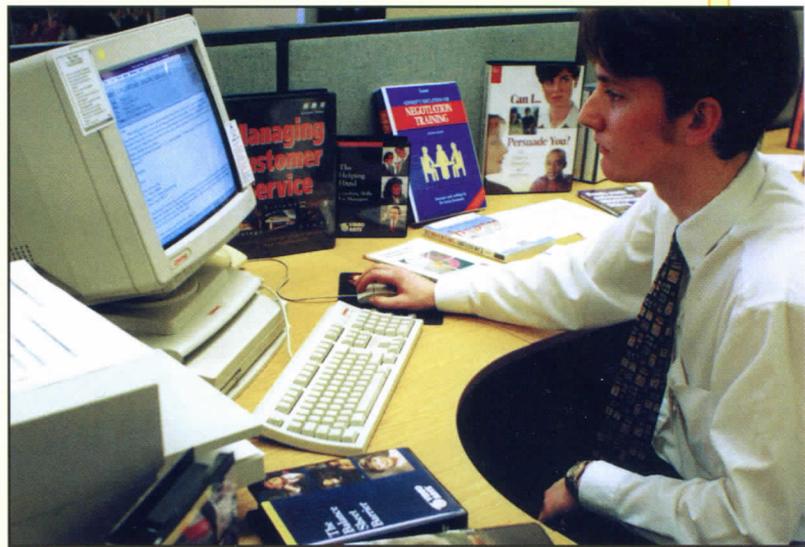
# Partnership

We work in partnership with our customers and suppliers (everyone in Xerox Mitcheldean and our external service providers). We built our new centre after consultation with our customers, and our new title is a reflection of our customers' needs."

The Skills Partnership provides the following resources: class and seminar rooms, syndicate rooms, an interview room, a product networking and training area, a self service learning resource library and complete video viewing, production and editing facilities,

recruitment and creating databases of potential candidates. "One new innovation," says resourcing manager Clive Erskine, "is a vacancies web site. Applicants will be able to complete all the early stages of job application on the Internet."

**Development** covers all aspects of the skills for the job, whether it is business centres' need for new or enhanced technical skills, or the special personal skills required for effective teamwork. The Skills Partnership will help any individual to acquire new



■ Computer-based packages are available for all types of business training and development.

"The Skills Partnership," says training officer Mikela Hale, "is 'open house' to all. Everyone here can help. Contact any of us, or call in at any time, and our team will help you with any aspect of skills at work."



■ Training courses cover most aspects of business software packages.

together with individual and teamwork areas.

"In one complete unit," says training manager Pat Drinkall, "the Skills Partnership provides a one-stop shop to meet business centres' special requirements for skills, help us all pursue our own agendas for personal development, and support Xerox' objectives as a 'learning organisation'."

**Resourcing** focuses on the recruitment of managers, apprentices and professional and administrative staff, advertising job opportunities, organising industrial placement (IP)

■ The Skills Partnership team, left to right: Mikela Hale, Carolyn Harris, Chris Barker, Clive Erskine, Brian Fowler, Dennis Duke, Colin Court and Pat Drinkall.



# machines from Mitcheldean

DocuColor 5750 is already in demand throughout Europe and is expected to be a major element of Xerox business in the next five years. Production at Mitcheldean is the second world source for digital colour, and Fuji Xerox products will be continuing to satisfy other world markets.

In addition to supplying modules and kits for the initial assembly proving operations, Fuji Xerox has supported Mitcheldean production start-up with three engineers, Tako Suzuki, Yoshikatsu Ichikawa and

Yataka Hara, who supported the Mitcheldean 5750 team when the first production lines were installed in Building 1 in April, in readiness for full production by the summer.

Our picture shows the team with one of the first DocuColor 5750 printer/copiers built at Xerox Mitcheldean.



# Electronics Integration .....

## a new business for Mitcheldean

*Touch screens, integrated computers, network, facsimile and communications support and other advanced technologies built into complete electronic sub-assemblies or modules are becoming the main elements of printer and copier production.*

Xerox has invested more than £100,000 in a specialist facility, the Electronics Integration Centre (EIC), to produce complete electronic sub-assemblies at Mitcheldean. The new electronics integration team, led by Robert Harris, has taken over the former Ascent Technology unit in Building 6 to produce complete electronic modules. The first project, including complete systems integration, is to manufacture the user interface, which is currently imported from the USA, for the DC 220 family.

failsafe total system check of a very complex sub-assembly - the first time this has been achieved!"

New business manager Steve Davis is sure the new business unit will open up major opportunities. "We can now manufacture complete sub-systems, or even complete products, building-in liquid crystal displays, hard disks, floppy disks and microprocessors to match systems produced by our competitors in the digital world. We can provide digital products and modules and ready programmed units with full software installation in large quantities to support our customers worldwide."

Like everyone in the digital world, EIC is dedicated to rapid response. With support from teams in Buildings 1 and 4 and Works Engineering, it took the new unit less than two weeks from project approval to initial production. This included complete refurbishment of Building 6, with new ESD floors, new communications systems and line services, and installation of the new automated test systems.

First section manager Jon Barlow commented, "Most of our staff have come from Interconnects or Electronics, and as production builds we hope there will be more opportunities for everyone. Naturally, this depends on us



■ Gordon Davis with Ann Saunders carrying out final tests of IOT modules.

meeting our quality and delivery promises in the first phase, but we have made a really good start and I can already see other opportunities in the pipeline."

One key ability of the new Electronics Integration Centre is really flexible manufacturing. Using the system integration skills EIC can efficiently build single units quickly on a 'one-off' basis to meet customers' requirements exactly.

"This new facility," said European Electronics Manufacturing Centre manager Yves Zucconi, "is a key strategic step for us. Both Gerry Lane and I were keen to add this new set of strategic skills and production techniques to the European Manufacturing resource. It has already shown us the route to major cost savings, and opens up many new business opportunities in Xerox and third party electronic production worldwide."

■ Some of the ESS assembly team, including, left to right: Ivor Thomas, Lisa Smith, Sue Kear, Roger Maddox, Simon Meredith, Clare Partridge and Jackie Ward.



■ Alison Evans assembling network modules.

The new user interface for DC 220 has been re-designed by Xerox multinational electronics (EDU) to achieve cost savings valued at more than 20 per cent of the cost of the original user interface. "In addition," says Robert Harris, "since our production is on site at Mitcheldean, our total operation becomes much more flexible because we eliminate the time and costs of bulk shipment from the USA."

One major breakthrough achieved by the EIC team is to introduce a revolutionary new automated test unit. This checks out all the functions of the user interface - even the finger pressure on the touch screen LED display and buttons - to carry out more than 55 million tests in three minutes. "This," says Terry Jones, production manager of the new facility, "is unique to Xerox Mitcheldean and gives us a major competitive advantage. We can guarantee a



# 100 per cent plastics recycling

*The costs of processing plastic waste were cut by 88 per cent, from £300 to £35 per tonne, following the successful outcome of a team investigation at Mitcheldean into the segregation and recycling of plastic waste. The team, including Dave Carter, Robert Haste, John Lewis, Simon Richards and Charlie Walker, identified eleven different types of waste plastic and four new ways of recycling plastics. As a result of their work, a system was put in place to reuse or recycle 100 per cent of the plastic waste from the Xerox Mitcheldean site, resulting in savings of £17,000 in landfill disposal costs.*

When the team started work in early 1997, the priority was to

identify sources of plastic waste. The two principal sources were from Xerox machines returned for reprocessing and from packaging related to component supplies. These two sources included all uses for plastic - extending from film wrap packaging to semi-rigid structural plastics used for gear wheels, frames for optical assemblies and panels and covers.

One of the major problems was that although many plastic waste products are visually similar, they are chemically distinct and often incompatible ..... a plastics reprocessor looks for a supply of consistent waste material. Segregation is particularly difficult with polystyrene, polypropylene and polyethylene, which all look similar, but cannot be mixed for reprocessing.

Working with Phillips Environmental and other waste contractors, the Mitcheldean team identified eleven different types of plastic and were able to devise ways of identification and ensure that

each of the eleven types had its own clearly defined waste stream - which enabled precise sorting into valuable high quality waste immediately suitable for reprocessing.

One group of plastics - metal-filled structural plastics, posed a special problem. With this group,

new recycling methods were devised to extract the metal, so that the remaining plastic could be reprocessed to produce landfill covers, re-formed as Ecobloc for building material and granulation for sports ground surfaces, and in another form as a road surface covering.

■ Samples of the various types of waste plastics ..... not only do types of plastic have to be segregated, but also colours in each type if successful recycling is to be achieved.



## Heartbeat award for Mitcheldean

*The new catering facilities at Xerox Mitcheldean and operator Eurest have won a Heartbeat award. The Heartbeat award is a nationally recognised award for the catering business which requires that healthy food choices are provided within a no-smoking environment.*

To achieve the award Eurest and the Mitcheldean facilities were audited by a dietician and environmental health specialist under the auspices of Health Promotion Gloucestershire and the Forest of Dean District Council. Xerox Limited operates six large modern catering facilities to service over 2,000 people at the Mitcheldean site.

In late December 1997 Health Promotion Gloucestershire carried out a survey at Xerox Mitcheldean, which is one of four major Gloucestershire employers supporting work on how the choice

of healthy food options can be influenced. The survey involved more than 90 people at Mitcheldean. 98 per cent of this sample group indicated that they expected their employer to provide healthier food, and more than 68 per cent indicated that they felt that healthy food choices should be easily accessible.

Alison Nelson, community nutritionist at Health Promotion Gloucestershire, said, "No-one wants to have healthy food forced upon them. If businesses can find ways to serve attractive, good value and healthy food, then everyone benefits. The challenge is to serve



■ Members of the Eurest team, from the left, front: Susan Trigg, Ann Sysum and Vicky Morrissey; back row: Chris Smallworth, Kate Martin, Alison Nelson of Health Promotion Gloucestershire, Paul Lewis (chef), Cathy Tibbits of Health Promotion Gloucestershire, and Gaynor Ward.

healthy food in a way which everyone enjoys."

Christine Smallworth of Eurest commented, "We are naturally pleased to have the Heartbeat award. We have based our menu development and the overall design of the facilities in consultation with Xerox on

the requirement to provide a choice of healthy, low cost food options. We recognise that providing this choice at the right price is a continuing challenge and we will be working over the next year to extend everyone's options for healthy eating."

# Xerox 1998 Earth Day awards - Mitcheldean teams

Mitcheldean teams entered in the 1998 Xerox Earth Day awards generated annual savings worth over £160,000. Once again, we contributed the lion's share of European entries, with six teams from Mitcheldean out of 14 submitted by Xerox Limited winning five Earth Day awards and one Commendation. An Earth Day certificate was also presented to Andy White, in recognition of personal effort in the implementation of the environmental management system in Building 1.

Environmental health & safety manager John Spratley commented, "This impressive achievement in numerical terms actually understates the full benefits - we have better housekeeping throughout the site which has reduced cleaning costs, we have freed space for other uses by reducing skip areas, and we have reduced administrative costs."

In 1998 an additional competition was held at Mitcheldean between all the business centres to promote environmental awareness. Local business centre teams created posters, displayed waste metrics, encouraged waste segregation measures and promoted energy reduction initiatives.

The winners of this local competition were Building 4 Interconnects, led by Rosemary Sensecall. Their prize of £200 was donated by the team to the Wilderness Centre, located at Plump Hill, Mitcheldean, to support local environmental work by youth organisations in the Mitcheldean area.



Presenting the Wilderness Centre with the £200 award, which will be used to support local work with bats. Left to right: Bob Perkins of The Wilderness Centre, Phil Dolton, Interconnects, Trevor Roach, The Wilderness Centre, and Sharon Sinfield, Rosemary Sensecall, Scott Macauley-Lowe and Diane Cook, all from Interconnects.

## Paper waste recycling reduces annual landfill by 355 tonnes

**Dry Waste Recycling team, Team leader: John Lewis**

The introduction of a new dry waste recycling process throughout the Mitcheldean site cut landfill costs by more than £44,000 and reduced landfill by more than 355 tonnes. The Dry Waste Recycling team designed a new specification for office paper waste collection from Xerox and tenants on the MEWs and Xerox Business Park. The paper waste is now recycled by Fort James for paper products such as tissue.

## Metal recycle team saves £22,000

**Fuser & Frames Metal Recycle team, Team leader: Alan Hughes**

When the Metal Recycle team introduced a waste segregation scheme at Mitcheldean, high quality aluminium and steel scrap from the Fuser & Frames Business Centre was very profitably recycled. The scheme produced annual savings valued at more than £22,000 and also led to a new revenue generating activity - recycling large fuser rolls.

## Alkaline battery costs reduced by 70 per cent

**Building 3/2, Individual award: Andy Allan**

Digital electronic cameras are used on site for a number of functions, including illustrated training documents. One camera was using up to 16 Duracell (AA) alkaline batteries each week. Following a review of battery charging technologies, a new type of charger was identified and installed. This equipment allowed each alkaline battery to take up to ten recharges, to cut the costs of battery purchase by 70 per cent.

## Weld Cell paint cut by 41 per cent

**Weld Cell Paint Use Reduction team, Team leader: Chris Hale**

Many Mitcheldean products have metal chassis, which are manufactured in the Fuser & Frames Business Centre. These chassis are painted with a water-based paint for corrosion protection and customer appeal. The introduction of a new electrostatic paint spraying technology reduced paint volumes by 41 per cent and halved effluent disposal costs to generate annual savings valued at over £54,000.

## Clean rinse water avoids costs

**Viton Rinse Water - Special Waste Reduction team  
Team leader: John Lewis**

Metal fuser rolls must be carefully cleaned before coating with inert Viton rubber compounds, producing contaminated rinse waters which are classed as 'special waste'. This cost Xerox over £49,000 in annual 'special waste' disposal charges. Following consultation with plant designers and manufacturing environmental and health & safety operations, the local water authority engineers and external suppliers, the quality of rinse water was upgraded to standards which enabled the water to be safely discharged to sewers. This completely eliminated 'special waste' production, saving not only the direct costs of disposal, but also avoiding 122 tanker transfers and a related annual transport mileage of more than 5,600 miles.

Andy Allan receives his individual Commendation from Robin Fyffe.



The Weld Cell Paint Use Reduction team reduced paint volumes by 41 per cent. Seen here, from left to right, are Nigel Howard, Clinton March, Dave Watkins and Nigel Holder.

## 100 per cent plastics recycling at Mitcheldean

**Plastics Recycling team, Team leader: Charlie Walker**

Following identification of all plastic waste streams on the Mitcheldean site, over 480 tonnes of plastic waste were recycled in 1997. In co-operation with Phillips Environmental and other waste contractors, eleven different plastics

waste streams and four new ways of recycling plastic were identified. The costs of processing plastic waste were cut from £300 per tonne to £35 per tonne and annual landfill costs valued at more than £17,000 were avoided.

Ferruccio Marangon (centre with award) received the Earth Day award on behalf of the Viton Rinse Water Special Waste Reduction team, including (from the left) Dave Pudge, Roger Imm, Chris Marriott, (Ferruccio Marangon), Neil Buffrey, Rob Parkinson, John Lewis and Dave Carter.



# Earth Day ..... every day!

During 1997 over a quarter of a million parts and 22,000 machines were reprocessed by the Asset Management Business Centre (AMBC) at Mitcheldean. This activity makes a vital contribution to the Xerox business. It reduces total component costs, minimises overall waste and associated disposal costs, and extends product lifetimes, helping to lower the real costs to end users and providing them with an increased number of cost options for document processing.



■ Pat Ward checking incoming machines.

Over 550 people are employed in asset management activities at Mitcheldean and there is a similar operation at Venray. As Mitcheldean's AMBC manager Mike Bendall says, "Every day at Asset Management is an 'Earth Day' and we, perhaps more than any other part of the business, are committed, throughout the operation, to supporting the full extent of Xerox' environmental policy.

"Environmental leadership," says Mike, "remains our direction, in the long term, fulfilling our promise to take back everything we make while reducing the landfill requirement to zero. We can only lead the way by excelling in everything we do ..... and especially by searching out new repair and recycling opportunities, processes and methods to maximise our financial return on our assets and support our commitment to the environment."

Today Asset Management comprises Entity Support, Support Services including Dismantle & Clean, Paint Shop and Spares & Export Pack, Asset Repair Operations, Low Volume

■ Dave James working on DocuColor 40.



Remanufacturing, and the Production Systems Group, which includes Printing Systems Operations, Document Production Systems and Systems Integration (formerly Customise).

All parts and machines returned to Mitcheldean pass through Entity Support, which makes the decision to scrap, repair, reprocess or refurbish. Entity Support manager Robert Haste says, "We have worked strenuously over the years to develop innovative and efficient methods of waste streaming and environmentally sound recycling. In the case of recent production, especially colour machines, cleaning, 'dust-off' or minor maintenance is often all that is required. If the machines are older or have been more heavily used they then go to Dismantle & Clean for the recovery of useable parts and sub-assemblies."

As machines are dismantled, all waste materials and useable parts are cleaned and segregated. Suitable 'static' parts, such as panels, frames and covers, are repaired or refurbished and then repainted, while other 'moving' parts and sub-assemblies then go to Asset Repair Operations (ARO). Throughout this stage all plant associated with cleaning processes use environmentally friendly methods and chemicals. Comprehensive monitoring and filtration ensure no contamination, while all consumable



■ Using a densitometer to check colour density.

items, such as toner, water-based liquids and packaging materials, are continuously recovered and evaluated to take all opportunities for recycling.

All reclaimed parts and sub-assemblies are then tested by ARO, where they join with parts returned from field service operations. They are all then repaired or restored to 'as new' condition, or carefully dismantled to maximise waste stream value and minimise landfill requirements.

ARO manager Phil Turner says, "This work presents some really challenging engineering problems, and our teams here are working to develop new skills in the science of

complete, parts and sub-assemblies go direct to manufacturing and remanufacturing build lines or to Export Pack to support field service operations worldwide.

The three main build operations within Asset Management are Low Volume Remanufacturing and the two parts of Production Systems Group - Printing Systems Operations and Document Production Systems. Printing Systems Operations builds large, high volume products such as the 5690, while Document Production Systems builds DocuTech (DT) 155. Both build lines are based on 5090 series products returned from users. These operations, like many other parts of the recycling



■ Paul Edmunds using signature analysis to assess component lifetimes.

signature analysis, where the vibration patterns from moving parts are analysed to decide on the engineering work needed to restore them to original specification."

ARO specialises in the repair of complex mechanical sub-assemblies and laser sub-assemblies. Over £100,000 was recently invested in a dedicated Class 10,000 clean room, so that complete laser units can be assembled, calibrated and adjusted. When repair and restoration are

process, maintain very high environmental standards, especially in organising high quality waste streams.

From Printing Systems Operations, the very large total systems, built around DT 155, go to Systems Integration for final assembly, with related computer and peripherals, and operational test before delivery to end users.

# A great evening on all counts

*With some 350 people attending, the 45th LSA annual dinner on 8th May was one of the biggest ever held. But that didn't faze the organisers who handled it all quite professionally.*



■ 25-year service award people pictured with Gerry Lane and (far left) Graham Sweet.

■ Recipients of 25-year service awards were: Ellen Baldwin, Gill Drew, Nora Powell, Pete Beard, Brian Bell, Ivan Blow, Geoff Boughton, Alec Brookbanks, Charlie Carr, Nigel Coleman, Brian Daughtrey, John Davies, Phil Davies, Bob Dixon, Mike Ebert, Howard Foxwell, Barry Gates, Graham Grindle, Mike Grindle, John Guyver, Julian Guvilliam, Bob Harris, Nick Hopkinson, Mike James, Keith Jones, Vic Jones, Wilf Jones, Graham Kibble, Dennis King, Brian Knight, George Murphy, Dave Newell, Fred Niblett, Phil Nicholls, Gerald Peart, Robert Peart, Aldo Pisani, Brian Powell, Robin Powell, Geoff Powell, Ken Powell, Dave Price, Richard Shanahan, Mark Smith, Dave Spencer, Jeff Tate, Charlie Walker, Brian Weyman and Alan Whitney.

to provide services to external companies; the customisation of printing systems products; the Digital/Colour Value Chain including the launch of the DC 220/250 and a new colour machine; and the emphasis on customer focus and bringing ever more customers into the facility."

It was not just the physical aspects which caught the eye, he said, but also the obvious pride of people in their work, now supplemented by the flexibility to offer customers what they wanted, whether that be different working arrangements or enhanced services.

"I support some of the Printing Systems salesforce in the UK and they are impressed with Mitcheldean and have pride in bringing customers to the site."

Referring to the recent corporate restructuring announcement, he pointed out that these changes were being made from a position of strength. Xerox was doing very well in the marketplace; but as that market changed, particularly with the emergence of digital and colour technology, we had a new set of major competitors.

"We expect half of our revenue, in the next year, to be from the digital market which is growing rapidly. In order to grow our share of this we have to reduce the costs of running our business, both in terms of manufacturing productivity and the administrative cost in the field. We have to take out all the complexity, otherwise we will find it very difficult

to compete. The digital companies like Dell, Compaq and Hewlett Packard have the advantage of starting from this position - we have to make the transition."

Mitcheldean, he said, was well positioned to help make the planned growth happen. "You have an excellent track record for delivering year over year productivity. You have a wide-ranging manufacturing base that's currently involved in producing many of the exciting new digital and colour products which are doing well in the market. You have a first-rate electronics manufacturing facility, competing effectively on a worldwide basis. Your other businesses, including Fuser Manufacturing and Asset Management, continue to play a strategic role in providing added value services to our customers.

"The changes we have to make over the next few years are being done with one single overriding purpose and that is to continue to make our company an enterprise that delivers - to our customers, employees and shareholders - value that is second to none."

The presentation of 25-year awards by LSA president Gerry Lane, director of European Manufacturing, brought the business side of the evening to an end, after which his wife Chris and Penny Sweet kindly handed out numerous draw prizes, Charlie enlivening the process with some witticisms that 'added value' to the evening.

■ From left: Janet and Bernard Morris, Chris Lane, Robin Fyffe, Penny and Graham Sweet, and Carole and Peter Shephard.



■ A happy group in the marquee.

To accommodate the numbers at the Chase Hotel, Ross-on-Wye, a marquee seating 80 people had been set up, and the warm evening enabled people to spill out into the garden with their pre-dinner drinks.

This year the principal guest was Graham Sweet, the manager responsible for strategy development within the Manufacturing & Supply Chain organisation, who came with his wife Penny. Also visiting us for the first time were Carole Shephard, company secretary for Xerox Ltd, and her husband Peter.

There were 49 people present to receive their 25-year service awards, but with speeches kept commendably short, and with Charlie Walker, site resources manager, acting as MC assisted by George Cresswell, the business of the evening was completed on schedule.

Before handing over to Graham, LSA chairman Robin Fyffe, manager, European Manufacturing Resources, welcomed the guests who included Bernard Morris, European Resources director of Xerox Manufacturing & Supply, and his wife Janet; Barbara and Alan Scott representing Rank Strand, London; and Neil and Sherry

Kenyon, representatives of the Xerox Technical Centre at Welwyn.

As well as the 25-year awards Robin made mention of some other special anniversaries. Four people achieve 55 years' and 25 complete 50 years' service during 1998, and there was a bottle of champagne for each of them to collect from LSA organisers Janet Hart and June Pinfold during the evening.

Speaking of the full programme of LSA events in 1998, Robin thanked the committee and, in particular, paid tribute to Janet and June, together with Jane Whitlock, for their hard work in making all the necessary arrangements, and also Dave Morris who managed the finance side so efficiently.

Then it was over to Graham Sweet. In his speech proposing a toast to Mitcheldean and the LSA, he said: "Over the last five or so years since my return from the US, I have been associated much more with this site and I've seen major changes that have anticipated and contributed to the company's move towards being a digital company. This is manifested all over the site - in the electronics facility expansion and the capability

# Security upgraded

Earlier in the year, new low light CCTV cameras were installed throughout the site, and the gate-house security console has also been upgraded to include a total of 16 high definition screens. Justin Symonds is seen here at the controls.

Group 4 Security has won the contract to provide security throughout Xerox Limited. The local Mitcheldean team, led by Clive Pearce, remains in place and has transferred from Rentokil Initial Security to Group 4.



Xerox Mitcheldean won the manufacturing industry sector award in the Royal Society for the Prevention of Accidents (RoSPA) 1998 Occupational Safety Awards - in competition with 59 Gold Medal winners from manufacturing industry. This award - the premier award in the manufacturing sector - was in recognition of Xerox' outstanding performance, including five RoSPA Gold Awards in consecutive years, the quality of safety management and actual performance.

Xerox Mitcheldean EH&S manager John Spratley said, "We are naturally very pleased to see the efforts of everyone in the workforce result in both actual improvements in safety and national recognition. This is an achievement for everyone at Mitcheldean."

A full report will appear in the next issue of Vision.

## Clubhouse moves upstage for 20th birthday

*September will see the 20th anniversary of the opening of the clubhouse, and at the annual general meeting held on 24th March chairman John Gurney gave a brief review of the changes that have come about since that event.*

Membership at 1,500 is now less than half what it was in 1978. Reductions in the length of lunch-breaks and alterations to the working week, coupled with increased vigilance by the 'breathalisher bearers', have also had their effect on membership and the corresponding use of the clubhouse and its bar income.

Fortunately measures have been taken to ensure that the club continues to be a viable operation, and it is justifiably felt that the facility compares favourably today with others of similar size in the area.

During the past year three new bars and smoke extraction facilities have been installed and the patio has been upgraded with a pergola.

Thanks to the continued control of overheads and increased revenue over the past year, money is now available to make further

cabaret is planned for early September, to which members of the original committee, who worked so hard to bring our clubhouse into being, will be invited.

The accounts presented by treasurer Dave Lea showed the addition of £24,145 during the year to tangible fixed assets - "This is the amount spent on refurbishing and renewals and it was paid out of the current account, neither of the deposit accounts being used. To spend that sum and still show a surplus figure at the end of the year must indicate that we had a satisfactory trading year," commented Dave, and the auditors' representative

## This year is a significant one for the Sports & Social Club.

improvements, and the meeting gave its approval to plans for a new stage and associated changing rooms.

Pat Madley (Facilities) has done some preliminary work on the project which is estimated to cost £20,000, and "We hope to have the project pay for itself over three years," said John. With more space and a higher stage in the function room than at present, the clubhouse will be better placed to attract more bookings for both social and business events.

It is hoped that the new facilities will be in place by the autumn, and a 20th birthday celebration with

confirmed this very healthy state of affairs.

In her report, secretary Nora Powell regretted the absence of the former interdepartmental competitions, owing to the lack of an organiser (Is anyone out there willing to have a go?). Many functions were held in the club, however, and last December was a record-breaking month for sales, due mainly to seasonal events such as Christmas parties.

"We are also pleased to report that throughout the year over £4,500 has been given to various charities as a result of functions, the Crack Cancer Campaign, Cloud 9,

The Forge Centre, St. John's Ambulance and Macmillan Nurses being among those who benefitted."

The Bonanza Night was a huge success and prizes to the value of nearly £5,000 were given away. "We hope that all the prizes were enjoyed by the winners and, with the monthly draw of cash prizes amounting to £700, there should be some happy members about!"

Life membership was accorded at the meeting to John Lewis and Phil Townsend in recognition of their support.

Having done so well, it is hardly surprising that the officers and committee were voted back in, with John in the chair, Nora as secretary and Dave as treasurer. Trustees are John Howls, Chris Reed and Richard Morgan.

Colin Brown, Bernie Gibbs, Pete Griffiths, Andy Little, John Phelps and Alun Williams who served last year have now been joined on the committee by Mike Hopkins and Gary Baynham-Jones.

A well-earned 'thank you' was expressed to the staff, to the company for their continued support, and to all who have given their time and help voluntarily to keep the club thriving.

# 35 YEAR Service Awards

JOHN PHELPS has for many years been an electrical adjuster - on the assembly line and in goods receiving inspection. But for some time now he's been engaged in Asset Repair Operations, reworking electrical/electronic parts and checking their re-usability for assembly or as spares.

He met his wife Pat at Mitcheldean, and as she was a 'Phelps' already, she didn't have to change her name! They both work as volunteers for Contact a Family - Pat as vice chairman and John on the management committee; he also

helps run the associated youth club. "It caters for special needs youngsters too and it keeps me pretty busy."

Now in his third year on the S&SC committee, he also serves on the entertainments sub-committee. "Our basic aim is to organise general fun nights in aid of charities, particularly local ones."

John and Pat enjoy country & western evenings at the clubhouse. Their son, Andrew, who works as a care nurse at Forest Court Nursing Home, uses the clubhouse too - for



practice sessions of his rock band 'Unleashed' (which lessens the decibel rating at home!).

The elder of their two daughters: Debbie, is married and has given them their first grandchild, while Helen is an employee of RCX Technology in the Business Park.

ROY MARSH joined us a few days after John. He worked in assembly operations for many years - on 815, 4000 and 9000 family models, and subsequently on the 5046.

Since the early '90s, he's been employed in what is now called

Systems Integration. Here he configures DocuTech 135s and 4155/6135 laser printers to customer requirements, then tests and runs them.

Roy's son Andrew works in Remanufacture. He and his wife Margaret also have two daughters. The younger one, Lisa, works in a children's nursery in Lydney and, like John's daughter Debbie, has given them their first grandchild. Karen attends the Royal Forest of Dean College where she is doing computer studies.

Roy has sailed the seas to America, Africa and the Persian Gulf in his time as a merchant navy seaman. But, he says, he has no urge to get back on the water these days, even though he lives at Lydney and the Severn River is on his doorstep, so to speak.

John Phelps and Roy Marsh

# 25 YEAR Service Awards

Coming from Rolls Royce as a production engineer, BOB DIXON worked initially as an estimator on a drawing printer, after which he spent six years on group technology, a new machine shop strategy.

He then began commuting from Mitcheldean to Milton Keynes engineering design centre as an advance manufacturing engineer, working on a new product. It went to Venray and so did Bob. ("It was the first time I had ever flown or stayed in a hotel!")

He later transferred to Welwyn but continued to commute to Holland. After a spell on 5046 cost down, he returned to Mitcheldean to join the team working on the £6m. parts manufacturing upgrade, and was involved with specific projects.

Four years ago he reverted to an estimating engineering role with Product Cost Engineering. "FPP, Cost Down and Global Purchasing are our main customers - we assist in cost negotiations and continue to develop benchmark cost data."

Bob's earlier interests of photography, badger watching and pottery have given way to home-made wine-making and walking their Newfoundland dog with his wife Rosemarie (who has worked 21 years with the Benefits Agency).

Their married daughter Lorraine works for the Prudential training department while their youngest, Tracey, is studying countryside management at Hull University.

ROBERT WEYMAN really loves driving, whether he's behind the wheel of an HGV or a Merc.

He first came to work in the 'new garage' where he serviced and valeted company cars and also acted as chauffeur. When such activities were contracted out, he was steered into internal transport, exchanging executive cars for forklift trucks and HGVs.

Recently his job acquired a new dimension when he became an instructor for the site, so "when we upgrade our forklifts this year, I'll be partly responsible for familiarising drivers with the new ones - every type of truck requires a specific licence," he told us.

Robert is the proud owner of a Mercedes 190E - "Something I have been saving up for for years." He met his wife Elizabeth when she worked on site in Stores. Today she chauffeurs their two daughters Gemma and Stacie to various activities at nearby Dene Magna School which they attend. A former skittles player, Robert is today a Rugby League supporter. One of his

nephews plays for Wigan Warriors, another plays for Worcester, and their uncle goes along to cheer them on.

Better known as Bikey (he doesn't know why), BRIAN KNIGHT joined us in 3600 assembly where his father Eric was a chargehand, then moved on to the wiring floor where his mother Cynthia was working.

Since then he's been involved in building numerous models, has had a spell in the Paint Shop and "done all sorts of jobs". But for the past five or so years he's been one of the Building 1 team who pack light lens products, during which time "we've gone from cardboard boxes to wooden boxes and that's meant less fetching and carrying."

You may not hear him singing at work, but for over ten years he's been a second tenor in the Forest of Dean Male Voice Choir, directed by Becky Morgan. The 42 or so members pride themselves on being the youngest such choir in the county. "We rehearse twice a week. There's a busy programme of concerts coming up - we raise a good deal of money for charity - and we're making our third recording this autumn."

Brian's wife Cynthia has been a Council home care assistant for ten years and they have two daughters. Claire, the eldest, is a student nurse living in Doncaster; Katy is at the RFODC and likes pop music. "I used to like Elvis Presley but I've moved on to Pavarotti," says Brian.

TREVOR BULLOCK has been engaged in the assembly of a wide variety of our products since he too started on the 3600 line. After 4000 and then 9000 new build and recycling, he moved on to the 5047. He spent a year working on our high volume printers before his recent move into Building 1 on 5815 materials processing.

A dedicated skittler, he has regularly taken part in interdepartmental tournaments and was one of the winning 5047 team in 1992. Having played for the company's 'B' team in the Forest league for quite a few years, he decided on a change and now plays for the British Legion at Lydbrook.

His wife Barbara has been one of our reception/telephone team for eight years. They have two daughters - Claire, who is married and worked in Interconnects until she left to raise her family of two boys, and Emma who is employed by a security alarm company in Cinderford.

Trevor and Barbara are "fair weather" mountain bikers; they also enjoy country & western and 60s/70s nights at the clubhouse - "In fact we call in there most Saturday nights."

BARRY GATES has got around a good deal in his quarter century. After five years as production engineer in the metal finishing section, supporting the electroplating facilities and fuser roll production, he joined Vendor Technical Support, working with UK-based sheet metal suppliers.

## Obituaries

We regret to report the deaths of the following pensioners:

**Tom Griffin (77)**

10th March;

**Alfred Bennett (72)**

13th March;

**Sidney Knight (75)**

15th March;

**Bernard Ferriman (81)**

18th March;

**John Pardington (68)**

24th March;

**Bernard Cheadle (83)**

27th March;

**Eva Gwilliam (78)**

14th April.



■ From the left: Brian Knight, Trevor Bullock, Robert Weyman, Phil Nicholls, Bob Dixon, Vic Jones and Barry Gates, all 25-year award people.

In 1985 he joined SQA on assignment to Venray, working as resident quality engineer at a supplier's site in Germany. Later he transferred to Welwyn to help establish an SQA section to support prototype/small batch suppliers for the 5046 programme.

He spent two years with Eastern European Operations, developing trade with 'Iron Curtain countries', then joined the National Integration team at Mitcheldean introducing three new FX copiers to this site.

Five years ago he moved into Joint Venture Operations. "We provide a technical link to Modi Xerox (India) and Xerox Egypt. For example, last year we helped set up a new assembly line at Rampur and dealt with tooling and material acquisition." He's also working with a supplier in Israel for the DocuColor product for Xerox.

Since his teens Barry has enjoyed canoeing ("It's one sport you can do outside sitting down!"). He's completed the 200 kms marathon from Devizes to Westminster four times and has jointly won the fastest veteran crew trophy twice.

Controlling quality of parts has been the main thread of VIC JONES' career. He started as a technician in Reliability Engineering during which time he was seconded to the model shop for 9200 development work.

In 1977 he moved to a special lab set up to carry out stress tests on relays, zoom lenses and other critical parts. Their reports were referred back through the SQA 'flying squad' which Vic joined in 1982.

Covering suppliers in the UK and S.Ireland ("but I once visited

Coslada, Spain"), he handled all commodities plus packaging - "I knew a little about a lot" as he puts it - and carried out audits and SPC training.

Still with MQA, today he deals with corrective actions involving suppliers throughout the world.

the Brasshouse area which produced mainframes for the 3600. He made a role change to QA at our former Cinderford site covering presses, sheet metal, capstans and autos, then returned to Mitcheldean to small copier assembly operations - from the 2300 and 10 Series to the start-up of the 5517 and 5328/5334.



■ 20-year service award group. From left: Robert Stephens (Light Lens), Tony Probert (QA), Norman Powell and Roger Brooks (Paint Shop), Ivor Townley (PSG). Also qualifying for such awards were: Mike Gurden (Colour/Digital), Stuart Gibbons (Light Lens), Paul Dix and Royston Creed (Reman.) and David Page (Interconnects).

Vic's wife Lynne (long-servers will remember her father George Turner of Accounts) works in Xerox Business Services, and their married daughter Deena Wear (GBAS) recently gave them their first grandchild. Their son Scott is pursuing English studies at the RFODC.

Vic and Lynne both like to support charities such as Scoo-B-Doo and Air Ambulance with bed pushes and similar enterprising efforts at local fetes.

PHIL NICHOLLS started in the machine shop on drills, switching to

He is currently one of the DMC (Discrepant Material Compound) team responsible for the collection of all reject material from 5621 and DC 220/250 lines, carrying out 'waste streams' segregation in the process.

Phil's wife Gwyneth worked on site in the design and print library areas before leaving to start their family. Rachel, their oldest daughter, is a qualified confectionist working locally; son Daryl is with an engineering company in Lydney, whilst Kimberley attends Whitecross Comprehensive School.

Phil's brother Ken who does maintenance work in EMC is way ahead with 37 years' service; his other brother, Eric, is a director of W.F. Giles, our site builder.

Vintage engines and collectables are Phil's hobbies and he says "I like going to farm sales and vintage auctions to look out the odd bargain."

# Profile - Jackie Meek

*Juggling the roles of mother and career woman must be far from easy, but Jackie Meek of Customer Order Management has achieved this with marked success.*

As a young married woman, she suddenly found herself left with three children aged 7, 5 and 18 months to care for.

She had no business experience, no academic qualifications apart from seven GCSEs. But, she points out, she has always been "seriously independent", and, with the help of a registered child-minder and the support of her parents, she set about earning a living. So successfully, in fact, that she has progressed from spares packing operator to section manager status in her ten years with us.

"I started by packing screws in a bag and sealing them in a heat-sealer which always seemed to be overworked," she recalls. After working her way through from packing small engineering van kits to large semi-knockdown kits for Egypt and India, she moved into the first of many indirect roles as progress chaser. She subsequently became a materials analyst charged with satisfying the spares orderbook - "My first experience with 'The Customer'."

In 1995 the various aspects of Asset Recovery were being integrated into a brand new organisation on site. "Moving into that area as a planner analyst was a very rewarding time for me because I was given the opportunity to be part of a successful team setting up the new ARO systems and processes.

"This resulted in a trip to the States in 1996 as a member of the Asset Management Team of Excellence - an experience I will never forget."

She moved back into what was now the Export Pack department (renamed after transfer of the spares packing facility to Venray) and worked her way up to a leading hand role which enabled her to start inputting her own ideas. It was in this department that, through hard work and dedication, she achieved one of her goals in being promoted to section manager in October 1996.

She ascribes this largely to her good fortune in having worked for various managers "who have encouraged and given me the opportunity to prove myself worthy. But the most influential person in my life was my late father who had great expectations of my abilities and always encouraged me to aim high to achieve my potential."

Working for Jane Meek, Jackie is currently section manager of the Order Management team for the Digital/Colour Value Chain, where the need to be customer-focussed has to be the number one priority. "I find this role very rewarding, because again I've been given the opportunity to help develop the systems and processes for the new and innovative business of 'Build to Customer Order'."

Jackie enjoys getting ever closer to the end customer and building up relationships with customers all over the world. So much so that she is starting to learn French.



■ Jackie Meek does a spot of homework.

Along with others in Building 2/2, she had experienced difficulty in communicating with their French customers. Her 19-year-old daughter Louise, who is employed in the training advisor's office at the Royal Forest of Dean College and is working towards completing her MA CLAIT, supplied some helpful information about NVQs; then our training manager Brian Fowler set up a business French course for the group.

The class of 14 people includes the Order Management team, Export Shipping, CSAM and Transport people and "we have great fun, trying to speak, read, write the language and understand it when it is spoken. It will help us communicate more effectively even if it is simply a matter of being polite.

"We're not going to stop at French either. The team will decide the next language to be tackled," says Jackie.

The Customer Order role can be very demanding, and spending quality time with her family combats the pressures of work.

She is now married to Kevin, who works for Transco as a craftsman (he deals with 'high pressure' of a different kind - gas supplies). He has three children from a previous marriage, so their extended family now consists of six teenage children.

As well as daughter Louise, Jackie has two sons. David (17) is an electrical apprentice at Haigh Engineering in Ross-on-Wye. "He's 6ft 4in tall and plays rugby for Cinderford Colts and Cinderford Thirds, and is learning to drive," she told us. Her other son Chris (14) is still at school and is learning Italian ("That could be useful," comments Jackie who admits to getting help from her children with her French homework).

Kevin has a son, Darren (18) who is hoping to join the MEB, and plays rugby for Cinderford too, and two school-age daughters (Michelle and Kirsty) who live with their mother.

"We are both extremely proud of their achievements, especially with the pressures society places on young people these days. So we try to encourage them to have a full and rewarding life. Maybe one day they will be able to say that their parents were a good influence in helping them achieve their potential - just as my dad was for me."

## 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.