

# Vision

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*Cover picture: Carly Aston and David Blewitt-Jenkins of the XBS Print on Demand centre which produced more than 500,000 handbooks for the Digital Document Centres made at Mitcheldean.*



THE DOCUMENT COMPANY  
XEROX

# 'Last Man Standing' 'Triple Platinum' award for DC 340



■ The DC 340 team in Building 1.

*Mitcheldean's latest new production success, the Document Centre 340 (DC 340) family of products, has already won its first award - the Platinum - for Best Overall Product from the Business Equipment Research & Test Laboratory - Digital Times.*

The Laboratory, which is based in the UK, awarded the honour based on the results of its 'Last Man Standing' competition, which measured the performance of four multifunction and four print-only devices in a 2.5-million-page marathon. In addition to tying for the No. 1 slot, the Document Centre 340, introduced earlier this year, also won Platinum awards for 'Overall Design' and 'Accuracy of Toner Life' claims, to give the DC 340 a 'Triple Platinum' rating.

Silverstone marketing launch manager Martin Stock said, "I was really pleased. Xerox won the Digital Times challenge against very tough competition. Seven suppliers accepted the challenge; Canon, Hewlett Packard, Lexmark, Kyocera, Sharp, Danka Infotec and Xerox. Over a period of several months all products were pushed hard and asked to produce 10,000 or more impressions per day. Every misfeed, CRU change and

service call was recorded, analysed and assessed for cost/value."

The Digital Times final report quoted: 'Xerox Document Centre 340: Xerox has taken all of the good aspects of the user replaceable toner cartridge system and combined them with the best control panel/info system of all eight printers. Filling paper was easy. Feedback to the end user's PC is substantial and can be configured to suit individual requirements. Finally, the design of the entire product including its LCD touch screen/information screen was felt to be the best in the test'.

Martin added, "This test proves that the Silverstone 340ST is as 'Good as the Best' network printers on the market today which, together with its superb fax, scanning and copying capabilities, places it as a benchmark device for providing world class office solutions."

"The Xerox Document Centre 340 is an outstanding design with very few faults. We found no problems with its print quality, and the machine is the clear winner for being easy to use," said Carmel Rowley, director and CEO of Business Equipment Research & Test Laboratory. "The CentreWare print management system is the

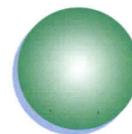
best we've ever tested - it's a wonderful benefit for users to not have to walk to the machine to complete jobs. When considering the features that enhance office productivity, Xerox has taken the best of everything and put them into the Document Centre."

"This award," said Digital Colour Value Chain (DCVC) manager Kevin Horrobin, "is a tribute for all our dedicated production teams here at Mitcheldean and our suppliers in Electronics, Fuser & Frames and all other parts of the site."

DC 340 New Programme manager Andy Portlock said, "We are all pleased and proud to see an award like this so early in the life of the product. It demonstrates our competitive leadership in the digital marketplace. Everyone in Xerox Europe and the US is delighted with the award."

Commenting on the success, president of Xerox Europe Pierre Danon said, "Our product shared top honours with a dedicated printer in a print-only test. This award confirms our belief that our Document Centre offers printing that's second to none, and goes the extra mile by giving users added scanning, faxing and copying capabilities."

# Meeting the global standard



■ Our photo shows, left to right, (standing) Jalal Rahimi (EDC-E), Neil Price (EMC), Chris Browning (EMC), Wayne Davies (BSD), and Kim Toombs (EIC), seen here with Lyndon Merrett and Steve Davis (seated) working on prototype products.

Wayne Davies, client manager of the British Standards Institution (BSI), visited the Electronics Business Centres at Mitcheldean on 12 November to present Xerox Electronics with the ISO 9001: 1994 approval certificate.

This is a major achievement for Xerox Electronics. ISO 9001 is the highest level ISO accreditation that can be awarded and covers the entire process of design and

manufacture. Most businesses only reach ISO 9002 or 9003, which cover limited areas of manufacturing. In addition the three business centres of EMC (Electronics Manufacturing Centre), IMC (Interconnects Manufacturing Centre) and EIC (Electronics Integration Centre), all part of EDC-E (Electronics Delivery Centre - Europe), are the first to achieve this standard within Xerox world-wide.

The new accreditation covers the entire design and manufacturing process at Mitcheldean for printed wiring assemblies, sub-assemblies, sub-systems, fully assembled electronic products and wire harness assemblies.

A team led by Chris Browning of EMC has been working to achieve this standard since August 1998. "It has been a demanding project," said Chris. "We had to prove our processes, extending from the basic bare-board design through the complexity of sub-systems, including ASICs (Application Specific Integrated Circuits), to the final finished electronic product. This has involved adding all the Advanced Manufacturing Department's design and development activities to the previously

gained standard of ISO : 9002. Accreditation to ISO : 9001 was finally gained in February 1999."

EMC operations manager Neil Price commented, "This latest accreditation will be a major business advantage for us. We can now 'design for manufacture' with full accreditation to definitive global standards, and offer all our customers, including third party business, full confidence in every stage of design, manufacture and supply. The ISO 9001 : 1994 approval was achieved with the co-operation of BSI, EMC, EIC and EDC-E people. This now places us in an excellent position to enhance our Operational Quality by deployment of new tool sets and methodologies (6-Sigma etc) and meet the challenge of the new ISO: 9000 : 2000 standard, targeted for release in November 2000.

Wayne Davies said, "It was good to work with a business which has customer satisfaction at the core of all its processes, and one which uses Total Quality Management philosophies as a tool for improvement."

## What is ISO 9000?

*Every product is made to a standard.. it may be the business's own standard, it may be one of the nationally recognised standards such as those issued by the British Standards Institution (BSI) or the American Standards Association (ASA).. but the universal recognised standards of performance worldwide today are the ISO standards granted by the International Standards Organisation (ISO). These standards supersede all the older standards and are accepted globally.*

The ISO 9000 (9001, 9002, 9003) series is a generic standard that provides guidance for quality management and identifies the key elements of quality systems required to achieve effective quality assurance.

The 9000 series covers a broad scope of quality systems topics organised into 20 key elements.

9005 - Model for Quality Assurance in Final Inspection and Test

This standard is the least comprehensive. It addresses only those requirements for detection and control of problems during final inspection and test. Generally, this applies to less complex products or services.

9002 - Model for Quality Assurance in Production, Installation and Servicing

This standard includes all the elements of ISO 9003 and it addresses the topics; prevention and detection. This is the more common standard for manufacturers used by a broad range of industries and applies where there is already an established design. The standard does not include elements related to the design process or the finished design.

9001 - Model for Quality Assurance in Design, Development, Production, Installation and Servicing

This standard is the most comprehensive of the three in the series. The standard includes all of the elements of 9002 and 9003 plus elements relating to design and development.

# 1 in 100,000



*99,999 digital Document Centres were delivered, each one in quartz white with a blue haze trim. However, as previously covered in Vision, when one customer, the Midland Bank in this case, wanted something different, customer focus engineer Graham Cooper, backed by the paint skills of Asset Management, really did achieve customer satisfaction with one black one.*

Speaking after receiving a Customer Hero award from Gerry Lane, Graham said, "I was really pleased to win the award, and felt it was not only a recognition of my work, but also of the efforts of EIC, Asset Management and the DCVC team who built the final product."

# Free, frank and challenging

*Steve Venner, newly elected Mitcheldean representative on the Xerox European Forum, reports on his first European Forum meeting in Dublin in September.*

Free, frank and challenging are the words I would use to describe my first European Forum meeting in September. Free ... because there were many and varied topics on the agenda reflecting issues and concerns from Xerox people throughout Europe. Many of these were encompassed in the Change for Growth restructuring and business development actions. These include 'Infrastructure Redesign' and 'Go to Market', which lays the foundation for improving Xerox's position in a very competitive market.

Frank ... because most of the Xerox Europe senior management team members were present, so that we

could ask questions and get answers from the leaders of Xerox in Europe. The positive climate gave all of us a really good opportunity to share issues and concerns, as well as sharing ideas to benefit everyone in the business.

Challenging ... because we all received very detailed presentations on Change for Growth; undoubtedly the business has a demanding agenda and impressive plans to achieve success. We heard that 'the digital revolution' is now a reality, and we will all have to change considerably as the digital market develops.

My personal challenge was to absorb the sheer volume of information. It took the best part of a day just to read my pre-conference briefing notes, and when I got to Dublin I participated in two days of high pressure work at a multilingual

meeting. Eleven languages were being used and we worked from 8.00 am to 6.00 pm, most of the time wearing headsets so that we could hear simultaneous translation whatever language was being spoken. We also received a detailed update on plans for the Welcome Centre and Dundalk, and we were able to see the Welcome Centre in action - which is already receiving 7,000 calls a day in a multi-language environment.

The European Forum gives us all a real opportunity to transmit our ideas, concerns and views to the highest level in the business. Please call me on Extension 1858 if you have any topics you would like aired at the next European Forum meeting, which I expect to take place in February or March next year.

*Steve Venner*

## Steve Venner

*Steve Venner joined Xerox 23 years ago, starting as an assembly operator on the 9200 family in Building 3. For most of this time he has played an active role as a trade union member, first with the GMB and later with MSF.*

After progressing to FRT technician, Steve decided to become an engineer, joining the New Technologies team. He continued to develop his role as a representative with MSF and later became the local MSF chairman in 1998. In 1999 he was elected the Xerox Mitcheldean

representative on the Xerox European Forum.

Steve is a firm advocate of Mitcheldean and its people. He believes that we all have to work together to bring stability to Mitcheldean and provide the skills, commitment and enthusiasm to achieve success for the business.

As a trade union member, Steve takes the view that there is 'a middle way' to serve the interest of both employees and shareholders. Above all, Steve is committed to using his firm, reasoned and sensible arguments to achieve outcomes which benefit all employees and the business.



■ Steve Venner

## Mystery photo

*Tony Waltham sent us this photo, which takes us right back to the days of British Acoustic Films' search-lights and air reconnaissance cameras ... or maybe cine projectors. If any reader recognises the occasion, location or people, let us know so that we can give more details in the next issue.*



# Fuser & Frames Business Centre - building a better business

*Vision interviews manager Chris Clarke*

*Today's digital world is a fast changing place, but many people think that making electro-mechanical parts, the 'heavy end' of the business, hasn't changed at all. "They couldn't be more wrong," says Chris Clarke, manager of Mitcheldean's Fuser & Frames Business Centre (FFBC).*

"Not only have we seen major investments in new technology, such as the Viton process," says Chris, "but we have also transformed our business in the last three years to meet the needs of our customers as they adapt to the changes in their own businesses. The main thrust of the change at FFBC has been our drive to become a 'full service supplier'."

The FFBC team took two main actions to change this situation. The first was to establish better communications with customers, and the second was to build up a European design team, supported by the global parent organisation, the Fuser Delivery Unit. These two actions meant that FFBC then had a much better understanding of customers' needs, and the business centre was able to design products and components to suit these needs, and then plan production resources to achieve customer satisfaction.

This also led to many detail changes right through the Fuser & Frames Business Centre. "For instance," said Chris, "our 'small batch' skills are now used in the

wide range of labels and serial plates to all business centres.

"This change in focus is working its way throughout FFBC, giving our people more satisfaction and enabling the whole team to give a much more responsive service to our customers.

"All of us," says Chris, "can see real benefits in terms of satisfaction. We are now really in control of our design, products, performance and customer relationships. This is particularly noticeable in our customer support team. We are regularly involved in many field support actions and also take part in regular National Technical Service (NTS) meetings to improve performance.

"Perhaps the most notable recent event has been our selection as an extended enterprise supplier for a major new digital product. Here, FFBC is designing the complete electro-mechanical fuser module, proving performance and manufacturing prototype and pre-production units.

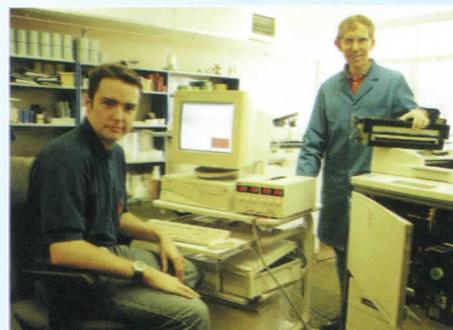
"Many of us thought this would be a difficult change to make," says Chris, "but everyone in FFBC has worked hard at overcoming the initial doubts or reservations, and achieved a situation where we have all made good progress and everyone can see where the business is going and can contribute enthusiastically to our success. We just have to make sure the progress continues."



■ Martin Mervyn using Computer Aided Design for fuser sub-assemblies.

Less than three years ago work at Fuser & Frames was purely contract manufacturing. "Our customers sent us drawings, we made the components to the drawings and the required quality standards at the agreed price, and that was it," says Chris. "This situation was all very well, but we had no way of effectively planning for the future in terms of training and capital investment. We were disconnected from the customers and did not understand their needs."

Development Centre to build prototypes, tooling and test rigs. We now produce complete fuser modules rather than just fuser rolls and frames. Another example is the 'Labels' team. Instead of spending all their time in repetitive work at the 'Markem' machines, our Labels team role has changed completely. Team members now play a vital role supporting the testing of FFBC components and assemblies in complete printers and copiers, in addition to continuing to supply a



■ Steve Vickers and Roger Niblett testing fuser sub-assemblies.

# 100,000 DIGITAL DOCUMENT CENTRES BUILT AT XEROX MITCHELDEAN



■ The visitors see the 100,000th unit in production.

*More than 100,000 digital multifunction products have been built by Digital Colour Value Chain (DCVC) at Mitcheldean in the last two and a half years. The 100,000th unit, a Document Centre 332 ST (DC 332 ST), which combines printing, copying, scanning and faxing in a single unit, was presented to the customer, Lloyds TSB, at Mitcheldean on 3rd November.*

Executive director & general manager of the Office Document Product Group (ODPG) Xerox Europe, Fernando Pozo presented the DC 332 ST to Lloyds TSB group purchasing & supply manager Andrew Sedlen. The presentation followed a tour of Mitcheldean's digital production lines, which now assemble colour digital products as well as the successful monochrome product range.

Fernando Pozo said, "This Document Centre, like every one made at Mitcheldean, was built to customer order. Xerox always has customer satisfaction as our highest priority, and our unique ability to build each unit to customer order is a critical part of our actions to maintain quality and customer service at the highest levels."

The presentation, which was attended by more than 500 Mitcheldean staff who make the Document Centre product families, commemorates a very successful period for DCVC and Xerox. The new family of digital products has consistently led the market for digital products since the launch of DC 220 in April 1997, and played a major role in achieving the coveted position of No. 1 brand in the European market for digital products, a position which was successfully sustained in the first half of 1999.



■ The 100,000th unit had its own special livery.



■ Fernando Pozo presents Andrew Sedlen with the DC 332ST.

"The DC 220 was the first 'office workhorse' to offer customers seamlessly integrated use of the multiple digital functions in the office," said Ken Salmon, manager of ODPG. "The Mitcheldean-built product provided the 'best in class' performance, whether it was being used as a printer, copier, fax machine or scanner."

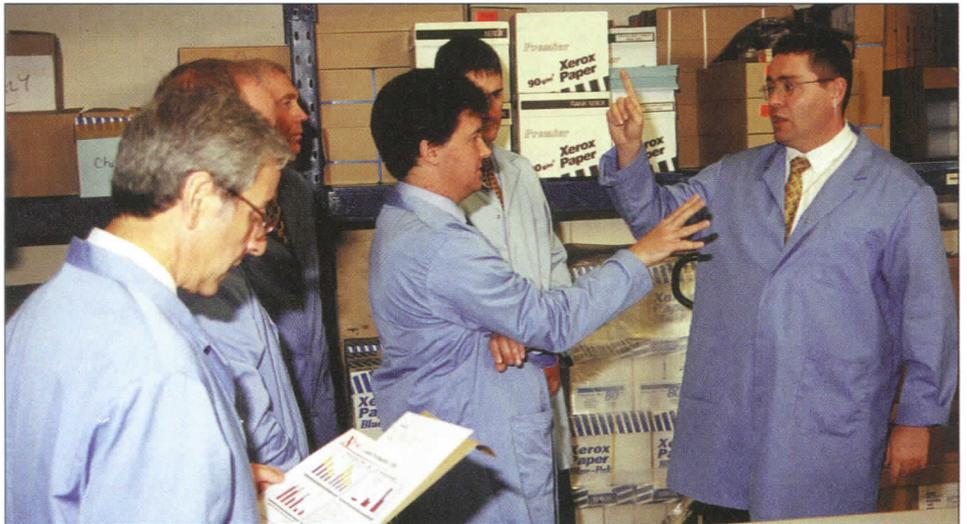
The Document Centre product family benefits from digital technology to produce crisp print quality prints on both sides of paper up to A3 size. Images can be scaled or rotated to suit customers' requirements - locally or when linked to office networks.



■ Perry Buenen (left) gave Andrew Sedlen (centre) and Fernando Pozo a presentation framed photograph, taken on their arrival at Mitcheldean using digital cameras and then printed out at high resolution 600x600 dpi to demonstrate the quality performance of Mitcheldean's latest colour product - the DC 12.

However, its most significant attribute is its ability to change the way people work in the modern networked environment, delivering unprecedented advantages in productivity and work process efficiency.

Xerox Europe Digital Colour Value Chain (DCVC) manager Kevin Horrobin said, "Passing the 100,000 mark in just 30 months has been a marvellous achievement for everyone at Mitcheldean. It is a tribute both to the designers who produced a product which really met our customers' needs and to every member of the team, who have maintained the highest standards of performance and have given our digital products a first-class reputation for quality in the marketplace."



■ Not only were 100,000 digital Document Centres produced at Mitcheldean, but the Print on Demand Unit, operated by Xerox Business Services, used Mitcheldean products to print over 500,000 handbooks in French, Dutch, German and many other languages.

## Finer fusers make perfect prints- 100,000 celebration

*More than 150,000 fuser sets were made by Mitcheldean's Fuser & Frames Business Centre (FFBC) to meet the rapidly expanding demand for the DC 230/340 family as the needs of Xerox customers were satisfied.*

Like every other supplier, FFBC had to meet new standards. "This included Fuser & Frames," said customer service manager Jonathon Minton. "A completely new and higher quality surface finish was required on the fuser rolls. This was provided by a new

silicon-based polymer surface coating on the fuser roll. So, like everyone else, we had to improve our processes, train our people and then work really hard to satisfy the rapidly rising demand for digital products."

The climb was even steeper than it was for assembly. Not only did FFBC have to meet the needs of its customer - the Digital Colour Value Chain, but FFBC teams also had to make 'start-up' stock to cover all possible requirements from the maintenance and service sector.

## The ROUTE to 100K

- 1958 Chester Carlson develops xerography.
- 1940 British Acoustic Films (BAF) makes searchlights and other photographic equipment for WWII.
- 1947 Haloid licenses xerographic process and develops the copier technology.
- 1956 Rank Xerox formed as a result of an agreement between Haloid and The Rank Organisation.
- 1960 First European xerographic copier (914) made at Mitcheldean - one per week.
- 1965 First desk-top copier (815) - 50 per week.
- 1980 Close working relationships with Fuji Xerox.
- 1990 Electronics manufacturing at Mitcheldean.
- 1997 Digital products launched.
- 1999 100,000 digital Document Centres produced at Mitcheldean.

# 100,000 products ... one million boards

*Xerox Electronics Manufacturing Centre (EMC) at Mitcheldean played a significant part in helping the Mitcheldean site achieve the production of 100,000 digital Document Centres.*

Xerox Electronics Mitcheldean produced 660,000 circuit board assemblies required for the 100,000 Mitcheldean Digital Document Centre products. The plant also produced four of the boards for Xerox Corporation production in the United States, which amounted to another 298,000 boards, and some option boards - which brings the total number of DC 230 boards built in Building 4 to over 1 million.

DC 230 was the first major digital product produced at Mitcheldean that showed the effects of switching from light lens to digital products. In light lens products the electronic content was typically 15-20 per cent of the total cost, whereas in DC 230 and other digital products the electronic content can be 50-60 per cent of the total cost.

The combination of this increased electronic content and the high unit volumes posed some challenges to the electronics teams. It meant that for the first time up to 60 per cent of total output went on just one product. The challenges were overcome by changing some of the processes and equipment to meet this demand. In hand assembly, for instance, new kitting trolleys were purchased which enabled parts to be loaded in the stores, wheeled out to the assembly station, and locked in place at the

back of the station, allowing the assembly operator to pick the parts directly from the trolley. This saved double handling of the parts, reduced floor space and allowed each trolley to be adapted for each different board using ergonomic principles.

Another first was the development and use of 'Intrusive Reflow' for connectors on the DC 230 UI board. This allowed 'through hole connectors' (made with a special plastic body capable of withstanding reflow oven temperatures) to be fitted into solder paste on the surface mount line and soldered in place in the reflow oven. This reduces hand assembly content, is quicker and cheaper, and produces a more consistent and higher quality product.

The higher volumes of boards for the new digital products meant that weekly shipments to the machine assembly plant were too infrequent.



■ Test operator Jean Cox with one of the one million boards.

At the customer's request a daily shipment system was introduced which led to significantly reduced inventory levels, and by close co-operation of both plants ensured that customer demands were always met.

At the same time a Kanban system was introduced for programmed devices containing machine software - a small stock was held in Building 4 and parts were programmed and shipped to the machine assembly plant on demand, again ensuring that customer demands were fully satisfied.

*Martyn Duggan*

Every DC 230 contains eight main electronic circuit boards:

CCD - digitises the scanned image

IIT/IPS - stores the scanned images

Scan Drive - controls the scanner functions

Interface - board interconnections

MCU SYS - controls the machine functions

MF SYS - multifunction board that controls the interaction of the other boards including option boards such as Fax, etc

Cabinet Drive - powers and controls paper lift motors, etc

UI - user interface board that controls the operator touch screen

*Seasonal Greetings*

*All good wishes to our readers for a*

*Merry Christmas and a very Happy New Year!*

# 1999 Xerox Mitcheldean Safety Awards



■ More than 60 people in eleven safety teams contributed to the 1999 Mitcheldean Safety Awards.

**Overall winner of the 1999 Mitcheldean Safety Awards was the EMC Building 4 Safety Awareness Project team, that introduced a 'proactive safety culture' to overcome complacency which had set in due to the excellent Building 4 safety record. This included a Health & Safety Awareness theme week, a rota for cross-section safety audits, screening health and safety videos in the canteen, identifying a 'hazard of the week', and the appointment of a risk assessment co-ordinator as well as the development of an action plan for risk assessment, an EHS communications package, H&S training and a 'near miss' reporting procedure.**

The DCVC Building 1 South Facility Care Improvement team changed from a reactive to a proactive approach on health and safety. This was achieved by increasing the frequency of team meetings, appointing an additional shop floor representative, risk assessment training and improving hazard management and housekeeping.

After using the risk assessment process, the DCVC Building 1 North/Building 1 South Material Movement team improved material flows, segregated electric vehicle and pedestrian routes, changed the kitting area layout and improved visual controls to reduce risks.

The DCVC AGV Movement Improvement team identified problems resulting from congestion on some AGV routes. The team improved the situation by making a simple change to the AGV control and traffic light system which now prevents AGVs stopping while crossing a gangway.

The DCVC Returnable Material Area Improvement team identified risks to pedestrians from dunnage and vehicle movements in the returnable material / sort/ compactor area, and reduced the risks by improving flows, rearranging vehicle access, relocating lockers and installing mirrors to cover blind corners.

The increase in 5750 build volumes in Building 2 created increased volumes of dunnage, which were removed using Eurocarts. This created manual handling risks. The DCVC 5750 Material Flow Improvement team recommended the installation of a baler to reduce volumes. This eliminated the Eurocarts and the associated manual handling, while freeing up floor space.



■ The 5750 team installed a cardboard baler which avoided manual handling and the use of Eurocarts to improve safety while freeing up floor space.

In Building 5 the Integrated H&S/Quality Systems Audit Review Process team built-in health and safety audits within the PSG (Production Systems Group) Internal Quality System Audit programme. This ensures a proactive approach to safety throughout the business centre by providing safety performance data to the business centre manager, tracking safety defects and remedial actions and providing audits.

The other Building 5 team, the Light Lens Spirit & Destiny Facility Safety team carried out a full safety review after the movement of product assembly from Building 1 reduced PSG's floor space by 55 per cent and increased material flows to cause additional safety risks. The team changed material flows, eliminated congestion, modified storage facilities, removed surplus trolleys, upgraded safety signs and barrier rails and fully defined gangways. These actions enhanced safety levels throughout the area.



■ The Spirit & Destiny team enhanced safety levels by changing material flows and reducing congestion.

When Fuser & Frames introduced fuser roll recycling and fuser module assembly into Building 6, this created major problems of dunnage disposal and increased vehicle movements and manual handling. Following a full safety risk assessment the Dunnage Removal team recommended installation of a cardboard baler. This decreased manual handling, and eliminated the movement of between 70 and 80 Eurocarts each week and the related handling by forklift trucks, while reducing costs and improving safety levels.

The Building 12 Asset Management Clean Sweeps team overcame the congestion and safety risks associated with unpredictable delivery volumes by a variety of corrective actions which improved workplace layouts, material flows, waste segregation and disposal, and enhanced housekeeping standards to give significant safety benefits.

After identifying potential back injuries while retrofitting digital products, the Asset Management Digital Highjacks team introduced electric scissor platform lifts which virtually eliminated risks, improved working conditions and increased product flow by 600 per cent.

# 35 YEAR Service Awards

A group of young men commenced their apprenticeships with us on 7th September 1964 - among them Kevin Horrobin, DCVC manager, Keith Bradley, who heads the Customer Focus Quality/Digital QA teams, and PSG/AMBC manager Brian Reeves.

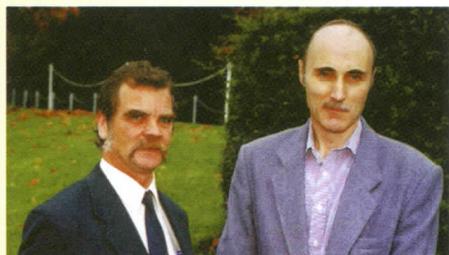
The group also included the following three men:

RICHARD COOKE spent five years in the tool room before embarking on a career in manufacturing engineering, during which he worked on high and medium volume machines, both on site and at the Welwyn pilot plant.

Five years ago he joined the technical arm of NPDT (then known as MRT) where he has worked on the DC 220/230 family. "We introduce new models into the production environment and identify and solve problems associated with the manufacture and delivery of these products here or at other Xerox locations. It means we have involvement with a variety of functions including design & development, marketing and sales."

Richard has been a long-server in other spheres, too. It was about five years ago that he gave up being a member of our works fire brigade after 10 years' service. He also gave up skittles, having played for the company team in the local league for 28 years, and along with the rest of the Y-Cyders team, whose treasurer and secretary he was, he retired, having served for over 20 years.

But Richard didn't stop bowling: he's chairman of the Ross Bowling Club and has been for the past 20 years. In addition, he's been involved with



■ Bill Hall and Mike Read.



■ Mike Hawkins, Norman Rudge and Richard Cooke.

Ruardean Hill FC for over 55 years and continues as their "unofficial chairman". Altogether a record score of service to sport!

His wife Annette too plays an active part in the community. She runs the 1st Mitcheldean Guides and is district commissioner in the Forest North division.



■ DCVC manager Kevin Horrobin (right) passed the 35-year mark in September: Gerry Lane presented him with his award at a surprise ceremony in October.

Their elder daughter Karen works at Five Acres Garage at Ross-on-Wye whilst Joanne is employed by John Barras at their new premises in King's Square, Gloucester.

BILL HALL and MIKE READ opted for electronic engineering and have been members of our electronic tool design team for many years.

Their job is to provide and support the electronic test equipment used on production lines, chiefly at Mitcheldean but also on other Xerox sites when required.

The work includes obtaining quotations and placing orders and, in addition, they develop existing tooling and locate and correct faults in both hardware and software.

Highlights in Bill's time with us have included his invention - for improving the checking of connector pin insertion during harness manufacture - which was registered with the company patent department and won him an award.

For Mike, a highlight was the gaining back in the '70s of a diploma in engineering management and achieving the top national award.

Both have made visits to Japan in connection with digital colour machines, Mike having been several times while Bill's first visit took place just a year ago.

Mike and his wife Janet have three girls, the eldest of whom, Tracey, is doing an NVQ course in hairdressing. The younger ones, Tania and Caroline, both attend John Kyrle School in Ross-on-Wye. Walking, gardening and photography are Mike's main leisure-time interests.

Bill and his wife Jackie, who works on site for Cooper Menvier, also have a family of three - a son and two daughters. Robert is in the building trade; Rachael, who once fenced for Great Britain in the under-17s class at the World Championships, is now married and has three little girls, including twins who arrived recently.

Bill's youngest, Kelly, is in her final year of a business studies course at the University of the West of England. She enjoys taking part in musicals and last year appeared in a University production of 'Calamity Jane' at the Old Vic.

NORMAN RUDGE's career has been divided equally between parts manufacturing and assembly operations.

He progressed to foreman while in the machine shop and he well remembers when, in 1980, along with other site representatives, he enjoyed a friendly

chat with HM the Queen at a reception for company winners of the Queen's Award for Export & Technology.

The following year he transferred to assembly, working at Lydney with the 2500 copier team and with the 5046 team at Welwyn pilot plant. For a while he managed QA in Building 3/1, then returned to small copier production. He has played a key role in the relocation of assembly lines in new facilities, most recently helping to get the DC 220/230 build lines up and running.

For 15 months until October '98 he was night shift operations manager. Today, in addition to being the A297 production manager, he is empowerment co-ordinator for Building 1, formulating processes and working with nominated teams. "To date we

have 103 people involved in the process with an outlook of 200-plus by the end of the year," he told us.

He also runs the Suggestion Scheme for DCVC and was pleased to report they have received 180 suggestions to date, enabling savings of over £115K - a rewarding result for all.

He and his wife Janice enjoy holidaying in France. Norman's

particular interests include photography, and playing golf. "Some people call me a 'bandit'" (which in golfing circles means one whose performance is better than you'd expect considering their handicap!).

MIKE HAWKINS has worked on the assembly of most models, from the early 813 to the 4000 family during the time that his late father, Owen, was an inspector there. But he never got involved with high volume products, though he says "I did do the wiring for them at one time in harness assembly."

When the 1020 programme ended, he moved on to the 5046 main line as a setter-operator, but for most of this decade he's worked on convenience copiers. Currently he is engaged on the DCVC pack line in Building 1.

He has long enjoyed sports, football being his main interest (he used to play for Monmouth Town), followed closely by cricket, which he's played for local pub teams. For some years now he has captained a skittles team for Barclays Bank at Monmouth, where his wife Jean is employed.



■ Conway Salmon (High Volume, PSG) recently qualified for a 20-year award; so too did Roger Childs (Fuser & Frames), Dave Hatton (EMC), Rob Meek (DCVC), Keith Snook (Asset Management) and Dave Partridge (GRP CEC-E, currently based in Webster).

## ROS Room award

Following the establishment of a new facility within Asset Management Business Centre to repair, overhaul and maintain large laser scanning units used in products like the DocuTech, the ROS Room team has steadily worked towards X team status.

This was achieved in September, and team members are seen here after receiving their awards from Gerry Lane - (left to right) Dave Tingle, Sarah Kear, Stuart Love, Bill Whitlock, (Gerry Lane), Terry Zimmerman, Colin Arkell, Steve Winney, Dave Wightwick, Steve Townsend and Ian Davis.



## Managing the network

Most Mitcheldean products are now designed for network devices. This enables many offices, for example, to take documents directly from the Internet or e-mail systems and print a copy, in colour or black and white, in volume.

While this gain in efficiency is a welcome sales benefit for Xerox customers, it means that members of the production

team, especially engineering staff, must have a good knowledge of computer networks. To meet this need and overcome a general gap in networking knowledge, the Skills Partnership has introduced a full range of training options, extending from a half-day 'Introduction to networking' course to a series of eight 4-day high level courses designed to make engineers familiar with all the software and technologies involved in networking operations.

"Network engineering and management is vital to us all", explained Mikela Hale of the Skills Partnership. "No business today can run without depending on either internal or external networks. The introductory course covers all the basics including Novell and Windows NT networks. This is supported by a variety of 'self-teach' materials for those who wish to extend their knowledge in their own time, or prepare for longer courses."

The 'self-teach' materials are available to everyone on site, but entry to other courses requires sponsorship by engineering managers. Find out more by checking on the DocuShare site.

# Profile - Sarah Neale

*Sarah Neale has performed in various stage shows in the past; but her latest involvement is with film, and this time it's Xerox business, not show business.*

The star of the Xerox Television video is the DC 12 family. Sarah's office serves as one of the sets - "I just have a cameo role" she explains. But there's a focus on the 'build to order' process, and Sarah, appropriately, wrote the script for that part. For last spring she was promoted to manage DCVC Customer Order Fulfilment, taking over from Jane Meek who is now European OMAF programme manager.

"It's the most challenging job I have ever had," she told us. Previously, when supply planning manager, Sarah was involved with the development and management of a new supply planning process, enhancing Xerox Entity customer satisfaction with the service level achieved.

The experience well equipped her to be Jane's successor. "She was a great teacher and I learned a lot from her," says Sarah, who is responsible for setting up and introducing supply planning processes and models into the Digital Colour Value Chain.

Reporting to her are Jackie Meek and Donna Cooke. As COF section manager, Jackie has a team of order fulfilment administrators plus an IP, whilst Donna, who recently joined from Imports, has taken over Sarah's previous post as supply planning manager.

"I consider we make a very good team," says Sarah. "Our mission is to plan the resource and capacity required to meet the order book, working with production and CSA.

"We have to respond to orders that come in from Xerox Entities all over the world, from Europe to Australia. These arrive in various forms (phone, e-mail, faxes) and they fluctuate greatly. The intake could be ten orders one day, 200 the next, although you can try to predict it to some extent, identifying trends through analysis."

With DCVC's target of 48 hours from receipt of order to despatch, it can be tricky if orders received are greatly above demand forecast, and that tends to happen particularly at year end.

Hailing from Cheltenham, Sarah gained some useful experience - as well as pocket money - working in the local Tourist Information Bureau while still a sixth-former. She also swam for Gloucestershire, subsequently qualifying as a swimming teacher, and a lifeguard at a local pool.

She has always believed in having several strings to her bow. While at school she played the clarinet and then violin. "However, my parents' dog didn't appreciate my violin efforts, so I took up the cello instead and played it in the school orchestra."

Before going on to Leicester University to read psychology and English literature, she took a year out, working in the personnel department of Cheltenham Borough Council.

At University she worked with a voluntary organisation called Nightline which provided counselling for students. It was here too that she took part in amateur dramatics and once played the lead in a musical about Tom Sawyer, Mark Twain's boy hero.

Having worked in the finance department of the Coal Research Establishment at Cheltenham during the holidays, she returned there for some months after gaining her degree.

Armed with this experience, she "took the plunge" of coming to Mitcheldean on a three months' contract in our Finance department. "It was a move that paid off - I was made a core employee in November 1994 and as a business analyst successively looked after the overheads of site support departments, Materials and Fuser & Frames."

She subsequently joined CSAM as supply analyst for LV Reman. and High Volume production. "This gave me a bigger picture of the whole business and showed me how Manufacturing fitted into a much larger organisation. It also introduced me to customers across the world."

Progressing to demand planner, she was delighted to receive a Certificate of Excellence 'in recognition of her outstanding work on demand/supply for remanufactured convenience copiers'.

Later, as demand planner for colour products, she was a member of the implementation team for the DC 5750, DCVC's first colour product. Also on display in Sarah's office is a Customer First Hero award "for some work we did to facilitate a French order last year", soon after she joined DCVC as supply planning manager.

"I think Xerox is a great company to work for," she told us. "It continually presents you with fresh challenges and



■ Sarah Neale

opportunities to learn something new." She appreciates having always had management support and is now studying for a post-graduate diploma in marketing at Cheltenham & Gloucester College of Higher Education, with Xerox sponsorship.

With a full-time job, her studies and a home to run, there can be little leisure time. But she keeps tuned into music. Having sold her cello as "an impoverished student", she has now bought a piano and has recently been taking lessons in jazz playing. (Shearing rather than Schubert is her style!)

She lives in Cheltenham with her boyfriend Dominic who is a management accountant for Kraft Jacobs Suchard. Her father, now retired, enjoys wood-turning and "he's made us a table and other items of furniture." Sarah's mother is also in the furniture-making business, but in a much smaller way - she makes dolls' furniture.

Last year Sarah and Dominic drove 1,000 miles from Toronto to the Rockies; this year they holidayed for two weeks in Florida. A 'squeezy' dinosaur (one of several jokey animal 'stress-busters' on her desk) is a souvenir of their visit to the Jurassic Park Ride at Disney World.

With her flame-coloured hair and blue eyes, we wonder whether anyone over there mistook her for the Duchess of York. "When I was at school they kept picking on me because of my red hair, so I tried to dye it black, but it turned green instead!"

## Obituaries

*We regret to report the deaths of the following pensioners:*

**John Brawn**  
(92) 19th August

**John Jenkins**  
(74) 24th August

**Margaret Peacey**  
(73) 28th September

**John Hatton**  
(85) 4th October

**John Johnson**  
(79) 4th October

**Roger Roberts**  
(60) 6th October

## 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.