

Vision

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THE DOCUMENT COMPANY

XEROX

Real value from 'Y2K' preparations



■ Our picture shows some of the EMC Y2K team members, from left to right, Richard Swithenbank, Chris Browning, Graham Firth, Dave Bufton, Simon Payne, Geoff Ludlow and Anthony Cope. Team members Steve Smith, Mark Stevens and Alan Walker were not available for the photocall.

Worldwide, Xerox made a massive effort to ensure a smooth, trouble-free start to the year 2000. As part of this effort, Electronics Manufacturing Centre (EMC) faced a huge and crucial task, and its contribution to Xerox Europe Manufacturing & Supply Chain (XEM&SC) was critical.

Today over 40 per cent of the value in digital printers and copiers comes from Electronics, and because these systems are highly automated, and have been for many years, the 'Y2K' risks from specialised computer chips and software, built into the sophisticated machines for assembly and test, were very high.

In 1997 operation support section manager Dave Bufton, working with business and quality systems manager Chris Browning, formed a team covering all parts of the EMC business. The EMC project started with a survey

by AEA Consultants to benchmark its strategy. AEA's Ian Treharne confirmed EMC's approach and agreed that because of the complexity of the business, more than 350 points were identified that put the business at risk from potential Y2K problems.

The team then established a set of priorities, rating all risk points as 'high', 'medium' and 'low'. Every supplier, manufacturing process and test procedure was evaluated to establish necessary corrective actions. "It amounted to a total overhaul of the business," said Dave.

Chris added, "We had to develop new ways of working to even stand a chance of completing the massive task on time. One of our key actions was to speed up the process by establishing two 'Access' databases so that all actions could be quickly logged and retrieved by any member of the team.

"The magnitude of the task becomes clear when you consider that we had to check hundreds of individual instruments and carry out complex upgrades to huge and sophisticated systems such as placement machines and board testers, each valued at many hundreds of thousands of pounds, while maintaining full production."

When the Christmas holiday arrived the whole team was ready for a complete shutdown and re-start. Around 90 per cent of the equipment was involved and 120 main checks were carried out. In the event there were no failures posing a serious risk to the business, but four failures were found which had no links to Y2K. The only production problem which was linked to Y2K was on a flow soldering machine, and this was fixed by updated software.

Dave concluded, "Xerox Electronics invested more than £300,000 to ensure trouble-free performance on 4th January, but the investment has really paid off in many other ways."

"We were all really pleased with the smooth start-up," said EMC operations manager and team sponsor Neil Price, taking up Dave's point. "We ended the exercise with a much more robust total business process, a strong and fully documented business resumption plan to cope with any type of emergency, and upgraded critical production and test facilities. All this was achieved by an investment equivalent to losing less than five hours' total production in a year. It is a credit to the team and everyone who took part in the project that we experienced a quick and efficient start to this first year of the new Millennium."



Our archive picture in issue 258 had many people stumped, but the past came flooding back to Marion Cornwall, accounts administrator at The MEW's. Marion's office is located on the site of the old canteen - where the photograph was taken in the days of Rank Precision Industries Cine & Photographic Division. She remembered quite a few names including Jack

Richardson, Stan Richardson, John Davies, Graham Trafford, Ron Wigglesworth, Clive Brookes, Joan Findlay, Stan Churm, Ivy Carpenter, Bill Carpenter, Ian Ambury, Betty Annetts, Tommy Knight (Snr) Mary Jusan, Danny Knight, Peggy Herbert and Pat Jordan. Possibilities mentioned included Trevor(?) Meredith, Peter Brown and Jack Hambrey.

Xerox Electronics - the benchmark



■ Alan Reynolds and Tom Goddard checking and refurbishing component carriers for use on placement units.

A London Business School (LBS) research project carried out with five 'best practice' electronics manufacturing plants in the UK rated Xerox Mitcheldean's Electronics Manufacturing Centre (EMC) as the highest in terms of quality management practice.

The project, carried out by LBS graduate student Rui Sousa, covered three key areas: process quality management, workforce management and customer focus practices.

EMC business and quality systems manager Chris Browning commented, "EMC came out a clear 18 per cent better than the nearest benchmark participant. We also learned some valuable lessons and have already introduced changes to strengthen our position."

Rui Sousa's sample five top firms included two electronics manufacturing service providers, a medium volume OEM (original equipment manufacture) business with in-house PCB assembly and a high volume OEM business with full in-house facilities. Dr. Sousa identified EMC performance as being particularly good in terms of new product introduction, which included a review of product design, prototyping design for manufacture and process understanding. He also highlighted EMC's good progress towards 'zero defects'.

The report recognised the excellent communications between management and the workforce and the high levels of involvement of people in X teams. This extended to making everyone in the business

aware of the importance to customers of quality, cost, delivery and plant performance. Overall, process actions were also seen to be performing well, with suggestion schemes, problem solving and employee recognition also achieving high scores.

All aspects of EMC customer focus studied by Dr. Sousa were rated at the highest level. Here, he identified partnership arrangements, direct customer contact, logistics co-operation, single sourcing and technical assistance as special strengths of the EMC team.

"...hard work really pays off..."

Chris Browning concluded, "We have to manage change well to stay competitive, and the goal posts are always moving further away as world competition becomes more intense. While we were all very pleased to be rated so highly, Dr. Sousa's work highlighted a number of areas where I know we can improve our performance, especially in terms of more empowerment, more analysis and data collection. In the end our good performance is dependent upon the attitude of our people. They should all be encouraged to see that their hard work really pays off when we are trying to place EMC in the best possible position to gain more business in the years ahead."

The balloons are going up!

Mitcheldean's 'Xerathon 2000' campaign to raise money for local charities got off to a flying start with £1,113.00 raised in February, mostly by a 'Valentine's' Lucky Dip. The biggest boost to 'take-off' was £203 from Asset Management Business Centre (AMBC), closely followed by Digital Colour Value Chain (DCVC) with £184.

Among major events planned later in the year are a balloon race, Easter Draw (20 April), a rugby match (30 April), fashion show (11 May), Three Peaks Challenge and participation by

Paddy Weir (DCVC) in a 3-day 'Iron Man' event in Ireland. This event takes place on 29th/30th April and 1st May, and includes a 2.4 mile swim, 112 mile bike ride and 26.2 mile marathon! There's still time to support Paddy in this gargantuan effort, as well as giving the Xerathon fund a boost. Call Barbara Bevan on 01594 542421, Ext. 1370 or Clare Price on Ext. 2303 for details.

During this Millennium year the Xerathon campaign team hope to involve the skills, enthusiasm and personal abilities of everyone on the

Mitcheldean site to raise enough funds to make a tangible difference to local charities. Teams, groups and individuals are all welcome to participate or to submit ideas for events. The aim is to celebrate the year 2000 as one in which Xerox people make a real contribution to local causes.

Funds raised will go to five local charities, Great Oaks Dean Forest Hospice, Teens in Crisis, The Dilke Memorial Hospital, Forest Contact a Family and the Royal Gloucestershire Hospital Scanner Appeal.

Over 89 per cent recycled

Mitcheldean had a very busy time in 1999. Not only was it a benchmark year for productivity gains, but it was also notable for its environmental performance and recycling activities.

“There was steady improvement across the board,” said Mitcheldean Environmental Health and Safety officer Chris Marriott. “We made considerable progress towards our eventual goal of becoming a waste-free organisation. Even with the introduction of new products and our achievement of higher than expected production volumes, we succeeded in recycling 89.7 per cent of all waste generated on site, a 1.6 per cent gain on our 1998 figure of 88.1 per cent.”

This result was all the more creditable in view of the change from light lens to digital products, which means that there is relatively less demand for recycled spare parts.

One of the contributing factors was the work completed in 1998 to identify all sources of disposable packaging. This was followed in 1999 by a waste identification, segregation and handling review, which has successfully led to the improved integration of the cleaning contractors support staff into the waste management scheme.

“This year has also seen us take positive strides to discover new recycling opportunities,” Chris added. “We have recently joined the UK Waste Exchange scheme and there is a feeling of optimism within the



■ The Mitcheldean Environmental team, from left to right, Karen Lockwood, Environmental Champion B. 7/8, Chris Marriott, Environmental Health & Safety officer; Terry Peates, Environmental Champion B. 12, Doug Pulsford, Environmental Champion B. 6, Steffan Jones, Environmental specialist, and Alan Hughes, Environmental Champion B. 5.

department. We also had a very encouraging year in other aspects of environmental management. Our project to remediate the ground water and soil contamination at the site has continued to operate effectively, and our ‘Energy Champions’ in each business centre again achieved a real reduction in energy usage.”

The improved energy efficiency was due to a number of positive activities, including local campaigns to raise awareness of energy related issues. Other actions included a reassessment of all compressed air equipment, which has led to the decommissioning of some of the older machinery.

Heating and lighting controls have been reviewed extensively throughout the site and a number of timer applications have been installed to great effect.

“All in all,” said Chris, referring back to the waste metric, “Mitcheldean has good reason to be pleased with its environmental performance. However, we must acknowledge that the closer we get to 100 per cent, the more difficult it is to make progress. We have to make that progress, and I would ask everyone to make 2000 another good year for the environment and help us all to reach that goal.”

Safer and safer

More than 60 people on 11 safety committees worked hard throughout 1999 to raise safety standards across the whole of the Mitcheldean site - and their efforts really paid off.

Digital Colour Value Chain (DCVC) in Building 1 did particularly well, cutting serious accidents from 11 in 1998 to zero in 1999. Electronics

Manufacturing Centre (EMC), winners of the 1999 Safety Awards, also made a real breakthrough in raising the safety awareness of everyone in Building 4 by a series of well considered campaigns.

EHS manager John Spratley said, “Everyone made a great contribution in 1999 to better safety standards across the site, and what we really

need now is more. Safety is the one area where we simply can’t stop trying to improve, no matter how well we’ve done to date. It is a personal matter ... and every individual effort and contribution is crucial. Our combined vigilance and common sense can make a huge difference, so keep up the good work. We all ultimately depend on it.”

🕒 OMAF on track 🕒



■ The OMAF project team

In the period 1999 - 2000 Xerox Manufacturing worldwide is making the transition from MCS to OMAF (Oracle Manufacturing & Finance). Mitcheldean's Fuser & Frames Business Centre (FFBC) and Venray Manufacturing were among the first in Xerox to implement OMAF.

OMAF provides a single, integrated system across an entire multi-site enterprise. It takes information from every function and helps employees and managers to plan, monitor and control the entire business. The project is led by Jane Meek, who says, "OMAF presents a single 'electronic face' to our customers and suppliers to see exactly where they are in their day-to-day dealings with us. It also enables our management to have instant progress and financial information to manage the business efficiently."

Jane's team includes more than 50 representatives from areas such as Digital Colour Value Chain (DCVC), Production Systems Group (PSG), and Electronics Integration Centre (EIC), as well as all operations at Dundalk. Support is provided by Electronic Data Systems (EDS) Europe and Oracle consultants.

"One of the substantial benefits for all of us," says Jane, "is that our customers will be able to see all our operations in 'real time'. At present our systems are updated twice daily - good enough for many businesses, but not good enough for Xerox. We are dealing with global customers, all working in the digital world, and all expecting an instant response."

The Mitcheldean project team includes Business Centre representatives Phil Davies (DCVC),

Andy Cosgrove (EMC/EIC), Clare Morrison (Inkjet - Dundalk) and Phil Turner (PSG). By the end of February Interconnects, Inkjet, PSU (Power Supplies Unit) and PSG Build to Stock were on line, together with PSG Build to Order in Mitcheldean. DCVC, EDC-E and Print Heads Dundalk will be 'live' by summer 2000.

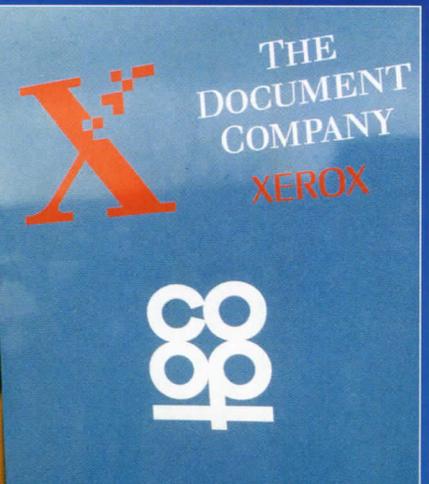
"While we do not expect OMAF to have a major impact on day-to-day assembly work," said Phil Davies, "it will make a considerable difference to everyone concerned with production control, materials management and supply. As part of the new process bar code data collection will be introduced in new areas, notably DCVC in Building 1 North and EMC in Building 4, which will reduce our costs and streamline many processes."

Jane added, "European Manufacturing has led the way for OMAF worldwide. Last year the seven implementations of OMAF, achieved under the leadership of Jean Bollen, represented half of the Xerox worldwide installations to date, and we are continuing to make good progress."

OMAF will eventually make significant changes in the way we work. It will give us faster response, better information, and enhanced customer relations. It will provide the foundation for an e-commerce world throughout Xerox; one where we will have to provide first class value - made possible by the efficient control of cost information provided by OMAF.

A new mobile library 'bus, launched in February, will make over 130 stops per week throughout the Forest, calling at places more than two miles from the nearest branch library. Sponsored for the first year by Xerox and the Oxford, Swindon & Gloucester Co-operative Society, the new vehicle carries over 2,000 books, videos and story cassettes, and even sells stamps. If users can't find what they're looking for on board, librarians will take requests back to base to have the item ready on the next visit to that neighbourhood. Our picture shows Charlie Walker and Robin Fyffe with Louise Ward of the Mitcheldean Co-operative store at the official launch of the new mobile library.

A moving read



Bigger and better colour

A year ago Kevin Hardwick of Asset Management Business Centre (AMBC) had never heard of ColorgraphX - today he's an expert. ColorgraphX is the Xerox solution to large format colour poster printing ... and it has to compete with both conventional printing and photographic methods in the graphic arts market sector. Quality is paramount, all the more so when a major market for big colour prints is high profile exhibitions where people look at large images close up.

The scale of the ColorgraphX work can be realised by the

performance, rated at 3.7 to 15.14 sq. metres (40 to 160 sq. ft.) per hour. It has entirely different standards from those of other colour products, largely due to the vast image sizes - a 50Mb tiff image is not at all unusual.

With engineer Jeremy Sherwood and operator Karen Kinsey, Kevin's task is to repair and refurbish the ColorgraphX 36 and ColorgraphX 54. These will print banners and prints up to 0.9 metres (3 ft) and 1.4 metres (4ft 6in) wide respectively and 30 metres (97ft) long on paper, coated paper, vinyl or film at 360 dpi (dots per inch) or 720 dpi resolution.

"Setting up this programme was a real challenge," said Asset Management's repair business centre manager Bob Haste. "Following our experience with the accelerated programme on the DocuColor 40 finishers (reported in the last issue of Vision) we once again had to re-engineer all the processes, this time for the ColorgraphX 36 and 54."

"One of our major tasks was to establish quick, high quality set-up methods. Since the ColorgraphX service essentially competes with conventional presses and film methods printing huge images up to the equivalent of more than 1,000 A4 sheets, even minuscule differences in set-up can cause imaging problems," said Kevin Hardwick. "We have overcome all these, and learnt a lot about CMYK colour technology in the process."

Even so, set-up still takes some time; Kevin reckons each one takes up to two days. There is no doubt that the whole project presented a really steep learning curve, especially in the early days when Brian Aitken put the original project together. "We also relied heavily on support from Phil Skerrett, product support specialist at the Xerox European Technical Centre in Welwyn Garden City, and a number of UK field specialists," said Kevin, "and we were very grateful for their help."

So far the team has completed 20 ColorgraphX units, representing an asset value well in excess of £200,000.



Kevin Hardwick checking print quality after set-up.



DC 214 - first of a new wave

Most Xerox products live a fairly uneventful life in the office but a few intrepid models live a life on the ocean wave. The latest recruits to a seafarer's life were two DC 214s which have been 'posted' to HMS Cornwall. Very little was needed to make them compliant for marine use; the only difference is the substitution of the 230V 50 Hz power supply with a 110V 60Hz power

supply - then they work well even in galeforce winds.

The Navy decided to take delivery in Devonport, so DCVC's Mike Townsend (left) and Bryan Hopkins had a quick trip down the motorway to install the two units. They managed a photo at the dockside, and the Navy were happy ... and that's what counts.

Best of the Best

ODPG's Martin Stock reviews Xerox's award winning year in 1999.

At this time of year it is usual to recognise top performers in all industries, not just the 'Oscars', 'Grammies' or 'Brits'. The Xerox Document Centre 540ST (Silverstone), launched only last year, has scooped yet another top honour, this time the 'Millennium Awards - Digital Office 2000'.

This latest award for the DC 540ST comes hot on the heels of its previous success as a 'Platinum' award winner in the 'Last Man Standing' gruelling tests carried out towards the end of 1999.

The independent Business Equipment Research & Test Laboratory (BERTL) chose the DC 540ST for one of its highest accolades of the century, simply the 'Best of the Best' award for a multifunctional copier-printer-fax-network scanner. During 1999 BERTL handled over 250 digital product tests.

Copier-printers from all leading manufacturers were tested alongside dedicated network and desktop printers from Hewlett Packard, Lexmark, Kyocera, QMS and many other brands in the printing industry. Each product was subjected to extensive analysis and a wide range of tests in key areas, including installation & set-up, running costs, critical

performance issues, quality and many others. BERTL revisited all testing carried out from 1999 and drew up a shortlist of what it considered to be the most outstanding products currently available.



DC1C's colour team, who assemble the DC 12.

The DC 540ST was not alone in receiving the honours for Xerox. Other winners for 'Best of the Best' went to the Xerox DC 265, DocuColor 12 and DocuColor 4. Awards for outstanding design went to the Xerox DocuColor 12 and the Document Colour Series 50. More information can be found on the BERTL web site at www.digital-times.net

2000 LSA Diary

Date	Event	Venue
5 May	Annual Dinner	Chase Hotel
15 September	Ostend trip	Seats still available
28 October	Millennium Night	Sports & Social Club

For more information, contact Janet Hart on 01594 542421 Ext. 2615.

Por Favor?

Seville 2000 was the event of the year for providing extensive Xerox product and solution training. 629 sales staff, concessionaires and sales managers descended on the Spanish city of Seville in February. Xerox played host and provided an extensive training programme covering not only product training but also competitive product training, colour training, and solutions, including demonstrations of customer solutions from an impressive array of Xerox 'partners', including Lotus, Rightfax, and much, much more.

Some Mitcheldean staff caught a glimpse of the Seville training event via business television (BTV), where Xerox filmed many of the key training events and captured the atmosphere of Seville. Then BTV 'beamed' the key information via satellite to a target audience of 5,000 Xerox sales people across Europe. Delegates 'tuning in' were invited to ask questions directly of the studio and carried out training exercises locally. These local events were managed by the people who actually attended the Seville event.

Success was measured in two ways. The first was by the volume of questions being fed back via fax and e-mail to the BTV studios, where experts were waiting to provide feedback, answers and advice in 'real time'. The second was by the 'Satisfaction Survey' which was carried out - where 'overall satisfaction' was measured at 95 per cent!

Let's hope that this exceptional training programme will lead to more sales for all Document Centres and colour products, and continue the massive growth of Xerox digital products across Europe.

Martin Stock

Invention of the Year



Xerox was founded on a single creative idea, but it was the continued flow of ideas that kept the company ahead and maintained its leadership. Ever since the days of Chester Carlson we have all understood that creativity and innovation are the key to our business success, and good practical ideas are

still the fundamental drivers of the business.

A total of 62 new invention proposals were submitted by M&SC (Manufacturing & Supply Chain) people in 1999, and 41 of these have been sent to the technical advisory panel committee in Xerox Corporation for assessment.

M&SC Invention of the Year award for 1999 was for a new method of coating photoreceptors, submitted by four SMO (Supplies Manufacturing Operations) employees, Nahit Berk, Raphael Marcello, Geert Nas and Paul de Ruijter. This new process is already in production at Venray.

Our photo shows, from left to right, Paul de Ruijter, Alex Wilshof, SMO Business Centre manager, Daan van Breen, Patent Co-ordinator Xerox Venray, Frans Stollman, Joss Bronneberg, manager OPC Operations and Geert Nas. Nahit Berk and Raphael Marcello were on a business trip to Japan when the photo was taken.

Although the time taken for a patent to be granted can be long, it's well worth persevering. Remember, if you're in a technical role you can submit invention proposals for any technical ideas that you feel are novel and relevant to the Xerox business.

'High speed' heroes in DCVC

Coming hot on the heels of the manufacture last year of the 100,000th digital multifunction product, and success with the 'triple platinum' award including winning a 'last man standing' test, the Digital Colour Value Chain (DCVC) team goes from strength to strength. Team members were recently presented with Customer Hero awards for an outstanding example of teamwork last year, when in 33 days they planned and supplied a product they had never built before.

The DC 552/540 was launched in August 1999 and almost immediately 1,400 more orders than expected were received for the first month in the United States. Whilst the World Manufacturing Organisation (WMO) closed some of the gap, in mid-August Mitcheldean was asked for its support by supplying 500 of the new products by September.

With the close co-operation of Mitcheldean's Customer Supply Assurance (CSA), New Programmes, Materials, Customer Supply Operations and Logistics, the DCVC team pulled out all the stops to meet the demand. All this was achieved at a time when the team was already under

pressure with Quarter-end orders and the launch of DC 12.

Commenting on the achievement, DCVC manager Paddy Weir said, "Working as I did with this team, I can tell you that it was an outstanding example of teamwork, with everyone pulling together to overcome many obstacles to supply the customer with a world class product. A bias for risk-taking and 'can do' attitude saw the project

through and, of course, led to further requests and more business in the following months."

Our picture shows, from left to right: Darren Green, Gary Sladen, Dave Duberley, Keith Johnson, Eric Cramer, Kevin Horrobin, Tony Cudok, Darren Higgins, Billy Billingham, Richard Morgan, Richard Cooke, Dean Phelps, Paddy Weir and Les Lewis.



Tom Kennedy - full cycle



■ Tom Kennedy working on a DC 332 board.

When Tom Kennedy left his Devon home to study for a philosophy degree at Hull University, probably the last place he expected to be was in the Failure Analysis team for Electronics at Mitcheldean.

Nevertheless, a foundation for a career in failure analysis had already been laid - he enjoyed all kinds of music, he liked biking and he was always tinkering with mechanical, electronic and electrical things culminating in the building of an electric harp using specially tensioned spokes - still on a bicycle wheel!

Then reality cut in and he studied Physics to 'A' Level before going on to Hull. So why did he go for philosophy? Well, he liked asking questions, and philosophy studies gave him the opportunity to ask questions about everything.

After Hull, Tom travelled and worked at a variety of jobs, including in a restaurant. He maintained his love of music; he liked new sounds - most of them produced by electronics - and then he started taking electronics seriously. How did the digital sound samplers work? How did you get the clear, sharp sounds? How did amplifiers achieve the perfect result?

At this point he found he needed to understand the theory; he needed to get to the heart of the electronic process. So he studied electronics at Brunel in Bristol, before going back to Hull, this time to Humberside University, paying for his fees by part-time jobs. Then he was recruited by Xerox as an electronics engineer and came to Mitcheldean to join the Failure Analysis team.

Failure analysis is central to quality in Electronics. Every board failure can have a myriad of possible causes - one of

thousands of components may have failed. It might be something as obvious as a solder defect, it might be the way various sub-systems interact with each other, it may be the way dedicated microprocessors interact with each other, or it could be human error in assembly or handling. Whatever the fault, unless the cause is accurately identified, the team doesn't have the facts to improve the process, so for Xerox, failure analysis is a crucial part of Management By Fact.

For Tom it's an ideal job. He can ask questions all day long; it's his job to ask questions. Unless the right answer is found, the Electronics team can't take the technical and management actions to improve quality by reducing line fallout.

"Of course," says Tom, "the trick, especially when you are starting a career like this, is asking the right questions. I certainly couldn't do my job well without the support of my team leader Pete Bamford and colleagues Rob Donaldson and Andy Sladen. We spend much of our time bouncing ideas off each other to establish the root cause of each problem, and often it is the group discussion which brings out the best in us all.

"One of the great things about the job is that it sparks all kinds of ideas for applying existing knowledge in new ways." [He doesn't like the traditional idea of 'the inventor', but he still has a table at home covered with electronic bits and pieces - and some ideas making their way through the labyrinth of the patent regulations.]

Tom's passion for biking has never left him. One idea he has is for an electric bike so that he can cycle from his Bristol home to the station, get off the train at Gloucester and ride in style to Mitcheldean. So if you're ever passed by a musical two-wheeled 'flash' when making your way to work!

1999 - a great year for suggestions

One of the highlights of 1999 at Mitcheldean was the success of the Suggestion Scheme, with 551 ideas submitted. As well as all the ideas being rewarded, in some cases with cash payments of over £5,000, total savings of more than £368,000 were generated.

DCVC people contributed the most suggestions (199), while Light Lens topped the rate of suggestions with more than 38 for each 100 employees.

410 suggestions were fully evaluated by the end of the year, but 141 are still going through the evaluation process. This is because many of these ideas are relevant to production processes and could involve component or line changes. They have to be checked out in great detail, and possibly examined by the New Product Development team (NPDT), or assessed for patent protection.

"We were all very impressed by the 1999 results of the scheme," said

Suggestion Scheme co-ordinator Barry Klein. "One of the really important outcomes was the fact that everyone who submitted a sensible suggestion was rewarded. In some instances it was a very simple idea which generated big productivity benefits for Xerox - and correspondingly high payouts to the individuals. 2000 has started well, with 16 suggestions in place by 25th January, and we're hoping for even better savings - and rewards - this year."

Clever systems need clever people



■ Some of the EDS Technical Infrastructure and Data Centre team members, from left to right, Dave Evans, Gwyn Richards, Phil Birch, Annie Cinderey, Andrew King, Rob Hullett, Ian Bundock, Howard Woolnough, Paul Barnett and Craig Bevan.

Most people take for granted that information management systems are there and available when they want them, but these systems don't just run themselves. They're clever, but not that clever! Tony Scott of Xerox Information Management gives an insight into the work of EDS (Electronic Data Systems) at Mitcheldean.

Behind the scenes there are many EDS staff members involved in keeping the Xerox systems working, including the EDS Helpdesk - usually the first port of call for Xerox users with a query or problem related to our systems. Based in Cressex, near High Wycombe, the Helpdesk staff offer telephone advice or, if necessary, will pass on the query to another specialist EDS department.

Overall responsibility for delivering EDS services to Xerox at Mitcheldean resides with Jim Andrews, assisted by Maggie Williams. Maggie's main task is keeping track of when PCs are arriving on site from the manufacturer and making sure that they get to the correct location, as well providing more general help to Xerox users.

The Technical Infrastructure team are the 'front line troops' of EDS who are to be seen around the Mitcheldean site fixing PC problems. Led by Richard Hill, the team includes Annie Cinderey, Rob Arnison, Craig Bevan, Ian Bundock and Hugh Thomas. Andy Gregory and Selwyn Davies, two Compaq engineers who provide specialist support on PC hardware, support the team.

Keeping the telephone exchange working and organising moves of telephones and associated cabling is carried out by Mike Whyam and Graham Bailey, part of Roytel who partner with EDS and provide specialist telecom services.

The largest group of EDS staff on site are those in the Software Applications Group who are located in Building 8/4. Headed by John Curtis, this group of around 50 people provides help for the main business applications such as MCS, XCLS and OMAF.

At the far end of the site is the EDS Data Centre, one of two specially built EDS centres in the UK. Headed by Phil Birch, the Data Centre staff look after all the servers and large 'clustered' computers which provide the processing power for Xerox systems.

Many EDS staff worked for Xerox for many years before transferring to EDS in June 1994, and continue to demonstrate a high degree of loyalty to the Xerox business in keeping our systems operational.

Tony Scott



■ Team members of the Mitcheldean EDS Software Applications Group

Three Mitcheldean teams for Leesburg

Three Mitcheldean teams and two Venray teams were selected to go to the annual CSS Team Excellence Awards event held in Leesburg. The teams were selected from 13 contenders by an M&SC senior management panel, led by Frans Stollman, in November 1999.

Teams from Electronics Delivery Centre - Europe (EDC-E), Asset Management Business Centre (AMBC) and Fuser & Frames Business Centre (FFBC) were selected from Mitcheldean.

The EDC-E team, led by Dave Bufton, managed all aspects of Y2K preparations for EMC (featured on page 2 of this issue of Vision). Dave's team identified more than 350 points in EMC's processes which

put the business at potential risk from 'Millennium Bug' problems. Team members planned and executed a programme which overcame all major difficulties and resulted in a smooth start-up on 4th January.

The AMBC team met all the business demands for the DocuColor 40 project (featured in the last issue of Vision). Terry Peates's LVRM (Low Volume Remanufacturing) team, within AMBC, designed and introduced new production processes, drawings and tooling, assembled a specialist production team and delivered 560 DocuColor 40 finisher units in less than eight weeks at the end of last year. This helped Xerox worldwide

avoid loss of revenue worth many millions of dollars.

The FFBC team, led by Allan Edwards, pioneered colour roll manufacturing capability for Europe. This resulted in qualification of their products for the DC 12 programme, and included benchmarking exercises, technology transfer with the help of Fuji Xerox, and new test methods to achieve potential savings for Xerox valued at over \$250,000.

The five teams, from Mitcheldean and Venray, are presenting their projects to Al Monahan and his CSS management team in Leesburg this April, and sharing their stories with the other teams entered for the event.

No 'ifs' or 'butts' - do it now!



8 March was National No Smoking Day and this year 28 people entered the Mitcheldean 'No Smoking Day' competition.

This year's event produced joint winners - Chris Hale and Tim Coldrick shared the 1st prize slot. Jackie Foxwell was 2nd, Nora Powell 3rd, Brian Chelu 4th, and Gill Corin 5th.

Our picture shows, left to right, (back row) Robin Fyffe, who presented the prizes, Gill Corin, Chris Hale, Nora Powell, and Jacqui Shaw (OHD), and (front row) Jackie Foxwell, Tim Coldrick and Brian Chelu.

It is estimated that over a million people use the event to try to quit and it pays off - 40,000 of them will never smoke again! Some smokers may have tried to quit on 8th March with varying degrees of success, but it's still worth persevering - or having another go. The rewards can be substantial - no more stained teeth or bad breath, clothes cease to smell of stale smoke, and the ageing effects on skin are

reduced. Add to this the economic benefits and it really is worth making the effort.

If motivation is needed to stop smoking, or continue not smoking, it is worth considering the money that can be saved. A 10+-a-day smoker could save £750 over a year; over 20 a day and you're saving a staggering £1,500. That dream

holiday could become a reality in less than 12 months!

For information and support ring the No Smoking Quitline on 0800 002200, or contact Jacqui or one of her colleagues in OHD on 1129. They can supply helpful leaflets and advice which can make all the difference.



■ A 20-year service award trio - (from left) Neil Price (Electronics), Graham Parker (Electronics) and Ray Grolimund (Group Asset Recovery Materials).



Profile - Claire Phelps

"I was always interested in taking things apart to see how they worked," says manufacturing engineer Claire Phelps.

She was the only girl in her technology class at Dene Magna Community School, Mitcheldean, and science was a favourite subject. "I couldn't make up my mind whether to become a science teacher or an engineer, until a visit to a careers fair decided me."

Family tradition may also have played a part - her father works for Cinderford Engineering, her younger brother Paul is a computer engineer with Gloscan in Cinderford, and long servers may recall her uncle, Alan Phelps, who was a member of our technical staff.

Taken on as a Xerox technical apprentice in 1991, Claire did two years' electrical studies, then spent the remainder of her four-year term completing an HNC course in manufacturing engineering.

But though she didn't opt for the teaching profession, she has nevertheless contributed a good deal to training people and widening their horizons.

After experience in the PET area and various production departments including EMC, she started work as a production engineer in Building 1. Three years later she switched to what is now The Skills Partnership where she met up with Mikela Hale, now training manager - a former technical apprentice herself.

"I gained valuable experience of presentation skills there," Claire told us, "working in different areas, carrying out induction and basic training, doing product training and assisting with NVQs."

During her six months in the department she got about a good deal off-site, visiting school fairs and becoming involved in a variety of schemes such as Women in Science & Engineering (at Whitecross School) and Challenge of Industry (at Lakers), designed to encourage students to consider careers in industry.

She returned to production of light lens models, first on the 5815, then the 5850 where



■ Claire Phelps with examples of her handiwork.

she has spent the past year, working as one of the technical team with Mark Lythaby, Paul Mason and a current apprentice - Michaela Hall - under the management of Chris Reed.

Claire enjoys solving problems and "We get to know about every aspect, including finance, working with all those involved in making the product - in fact, the whole package."

She has assisted on site with 'Take our Daughters to Work' - a national scheme aiming to give girls a taste of what industry is like. "I was able to show them that we don't wear boiler suits and have grease up to our elbows."

"I think they all went away with a positive understanding of what goes on in a manufacturing environment, and a better appreciation of career opportunities."

A recent highlight was a project under the auspices of the Engineering Education Scheme in Wales which she and Neil Stott, a Digital Colour manufacturing engineer, carried out with a team of sixth form students from Haberdashers' Monmouth School for Girls, all of whom were considering engineering as a career.

Claire and Neil introduced the girls to a specific problem - the design of a new cost-effective tool which would make the process of changing an EPROM (Erasable Programmable Read Only memory) quick and easy, without damaging either the EPROM legs or surrounding circuitry.

The project, featured in the March/April 1998 issue of Vision, was very successful from all angles. It presented the students with an exacting and 'real world' exercise involving research on the Internet, and surveying EPROM product ranges plus brainstorming sessions. After evaluation, the chosen design of tool was manufactured and has been in use in the DC 220 family build process.

So everybody gained from the project, which was subsequently given a public presentation at Cardiff.

Claire believes in 'multi-skilling' - and she goes for variety in her hobbies where she

seeks a complete change of activity from work. "I don't sit glued to a computer like my brother Paul - in fact, I don't even possess one."

Instead, she paints, not pictures, but terracotta pots. She hasn't a kiln so buys fired ones and uses acrylics, or coloured masonry paint for the bigger, outdoor kind.

She has also branched out into decorating glass items (she recently sent a vase to her aunt in Australia which survived the journey safely), and she has done decorative surrounds on Perspex picture frames.

"I draw my designs on paper - they're not computer-aided! And I've received commissions from colleagues. I find it a very relaxing hobby."

Claire and her boyfriend, Simon Edmunds, an engineer with SmithKline Beecham at Coleford, both like travelling and last year they bought a camper van. "It enables us to take our two Blue Merle collies, Beau and Bella, who are mother and daughter. We're looking forward to the time when they have pet passports and they can come abroad with us."

Having already holidayed in various Spanish-speaking tourist spots, Claire has embarked on a "Teach Yourself" course in that language - "so I can at least order a meal and a bottle of wine."

"We like eating out quite a bit. I'm a vegetarian and Simon isn't, but that's no problem - and I enjoy concocting meals at home to suit us both."

They are both Arsenal supporters, and although no one can be sure what team she favours, Bella enjoys a game with a flat football! "The dogs drag me out for walks," Claire told us, "so I get plenty of exercise, and as Simon does shift work he can keep them company at times during the day."

Claire has also had a go at line-dancing and golf, which Simon plays at Forest Hills - she enjoys a challenge, which is one reason why she is glad she decided to be an engineer.

"In today's fast-moving world you have to be flexible and open to change," she says, "but the skills I have acquired will always stand me in good stead."

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.

Obituaries

We regret to report the deaths of the following pensioners:

Arthur Turner
(74) 13th December 1999

Horace Giles
(84) 24th December

Trevor Meredith
(80) 29th December

Martyn Parsloe
(69) 3rd January 2000

Philip Davis
(82) 8th January

Leslie Pick
(77) 22nd January

Bill Smith
(62) 25th January

Mary Cole
(82) 2nd February