

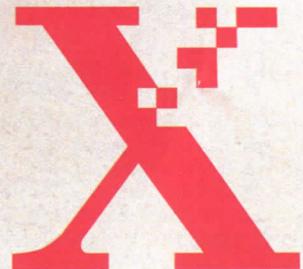
Vision

HOUSE MAGAZINE OF XEROX MITCHELDEAN Spring 2001 No. 264

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THE DOCUMENT COMPANY
XEROX

Cover: The new SMD line in the Electronics Manufacturing Centre.

2001 - a crucial year



Members of the Mitcheldean site management committee, left to right: Brian Jannetta, Keith Wilding, John Evans, Chris Clarke, Glyn Clarke, Charlie Walker, John Guyver, Brian Reeves, Robin Fyffe and Guy Rainforth.

The Millennium year was a tough one for Xerox, and 2001 looks to be equally challenging. However, everyone in European Manufacturing and Supply had much to be proud of in 2000. The teams achieved major productivity gains, reduced inventories and met all the demands of the market - in a period when there was substantial growth for products made at Mitcheldean and Venray. More than 100,000 digital products were dispatched from Building 1 at Mitcheldean, for example.

The Mitcheldean and Venray teams also gave great support to the successful establishment of the Dundalk operation, as well as supporting many of the other Xerox global manufacturing operations, with components, sub-assemblies and complete units, to help them meet customer demands worldwide.

Vision Quarterly

As part of the moves to make Xerox Mitcheldean more competitive, Vision will now be produced four times a year instead of six. Starting with this, the Spring issue, there will be three others during 2001, namely Summer, Autumn and Winter editions. The mix of news will be the same as before, concentrating on Mitcheldean people and their achievements.

As we approach Spring, there are challenges ahead for us all. Our Light Lens business is, like that of every other printer/copier manufacturer, rapidly being overtaken by the digital world, and 2001 will see many changes for Xerox and our competitors as these products are phased out.

Inevitably the global competition will increase, especially if the trends seen earlier in the year are maintained. This means our focus on costs, inventory reductions and flexibility will be even more intense. Our markets are global and our competition is global, and our customers demand more features and lower costs. We have to match or better our competitors' performance to remain in business.

Of course, we cannot make progress here without substantial changes. One of our key abilities is our willingness and our attitude to change. In 2001 Xerox and the

Royal Forest of Dean College (RFDC), with Government support, will commission a new resource, The Learning Centre @ Mitcheldean (see page 8).

This will support everyone who wishes to acquire the new skills of the digital world, providing a resource not only for all our people at Mitcheldean, but also for the local community, and offering the opportunity to adapt to our changing and very competitive world.

Our message for 2001 is necessarily a serious one, and we know that some may consider it hard to cope with our rapid rate of change and continue to work for even lower costs and more efficiency. The truth is that the global economy is a harsh one, where only the fittest and fastest will win. We will all have to make real efforts and continue to be open to change to achieve success.

One thing that has been proven in the past is that collectively we have the skills, determination and commitment to rise to the challenges.

We know that everyone in Manufacturing & Supply will work hard, as always, to achieve the results we need. As we face the challenges of the year together, just remember our history, the achievements and the hard work we have all invested. We know we will make good progress in 2001 to help put Xerox back on track.

European Systems Integration Centre

All manufacturing, assembly and systems integration operations formerly part of the Digital Colour Business Centre, Light Lens and Valo (Value

Added Logistics) at Mitcheldean and Venray are now part of a single organisation known as the European Systems Integration Centre (ESIC).

250,000 units in sight



■ DC 340 family assembly in Building 1 at Mitcheldean.

'Our digital world is an unforgiving and fast-moving place,' says Martin Stock, who led the marketing team which first launched the DC 220 series in 1997. But these Xerox digital products have been a real success, and nobody has moved faster than the people who build them at Mitcheldean. By Easter total digital production at Mitcheldean will have passed the 200,000 mark and we will be well on our way to a quarter of a million.

Every year for four years the digital product range has surpassed expectations and stretched manufacturing resources at Mitcheldean. In particular, the assembly lines have been under constant pressure to achieve even more as each month passes, and 2001 promises to be no exception.

The 100,000 mark came within 12 months of the launch, and the product line has been progressively upgraded to reduce cost and increase performance, with the introduction of the DC 340 family. All this was happening at the same time as meeting very demanding sales demands from customers throughout Europe and Africa. In addition, US production has been supported for specific variants. When we look forward in 2001, production rates are likely to be more than four times what they were in the launch year.

We tend to forget what a huge change the digital world has made to our lives. It has changed production

methods as well as revolutionising the way people work in the office with Xerox products. It has also led to massive changes in our daily work environment, with the progressive extension of anti-static flooring across the whole of Building 1, and the division of the building by floor-to-ceiling screens to minimise dust levels. These changes in the environment, including high lighting levels, much tighter levels of cleanliness, and the adoption of robots for materials movement, have radically improved the workplace.

Everyone in European Systems Integration Centre (ESIC), formerly DCBC, at Mitcheldean has been completely re-trained. They have also all adopted innovative and flexible working regimes which allow the DC 220, now grown into the 340 with multi-function fax/printer/scanner/copier capability, to be produced in volume, when the customer wants it, using a four-day week, four-shift system which allows full plant utilisation on a seven-day-week basis. Such is the flexibility that models varying in parts content by more than 60 per cent can be produced alternately as they pass down the production line. These innovative working methods and a concentration on workflow and 'just-in-time' planning have led to substantial reductions in inventory costs, freeing up valuable cashflow resources. Inventory levels have been slashed from 85 to 45 days of supply - a gain of more than 47 per cent. ESIC Mitcheldean's annual inventory turns

of 6.9 have been recognised as amongst the best in the Corporation.

Naturally, as production has ramped up well above planned levels to meet the demands of a market which needs multi-language options as well as multiple configurations, quality has been a major focus. The quest for quality improvement led to the development of the Hodex semi-automated SITCO system by a Mitcheldean group, and this has since been rolled out worldwide. However, such is the attention to detail that not only have internal quality standards been met, but customer satisfaction has been held at the kind of levels where the products have won many awards in their market sector. This has helped Xerox to regain the 'No. 1 position' (see the separate report on page 5).

ESIC Mitcheldean has been recognised by two successive CSS site awards and numerous Customer First awards. "We will just have to keep pulling out all the stops," says John Evans, who leads digital production at Mitcheldean. "All the indications are that we will see steady growth in this product line-up, certainly for the next 18 months. Every time I am asked for another volume increase we deliver it, and I am impressed by the continued commitment of the team. In the end, Mitcheldean's and Xerox's reputation depends on our ability to deliver, and our excellent performance so far is a tribute to the work of everyone in ESIC."

Logistics on top



■ The Logistics team at Mitcheldean. Standing left to right : John F Fielding, Les Lewis, Tony Eveleigh, Tim Price, Jamie Elsmore, Andrew Tooze, Peter Gargan, Richard Helm, Neil Williams, Brian Jannetta, Raj Mistry, Mary Donson. Sitting left to right: Ray Roberts, Janet Powell, Lucy Jones and Sarah Prince.

Last year the fuel crisis hit the Mitcheldean Logistics team just at a time with the most potential for loss, in mid-September, but Brian Jannetta and his team, ably supported by everyone at Mitcheldean, still achieved their delivery targets - and kept our customers happy.

“When it really started to bite in the UK,” said Brian, “was during the week of 11th September, when we were managing the big Quarter III upsurge in demand and just coping with the effects of blockades on European motorways. Suddenly all our activities were faced with major disruption, both to imported parts for module build and to export of finished products.”

The first effects were seen at the major ports. Xerox has door-to-door delivery contracts, but many of our suppliers’ UK hauliers ran out of fuel by the end of the week. To keep the lines running the Logistics team, working closely with Imports, decided to use Xerox local export hauliers, especially James Timms of Gloucester, to support the suppliers’ delivery

chains. This meant negotiation of new contracts, negotiation with dock authorities and unions, and generating all the necessary paperwork. At the same time the team was transferring critical export shipments from road to air, and taking other actions to avoid both blockade and fuel shortage problems.

Naturally, this created an enormous increase in workloads. A car-sharing rota was organised, and even though overtime hours were being worked, with 15 hour-days becoming the norm, every one of the Logistics team members maintained 100 per cent attendance for the duration of the crisis. “The pressure was intense,” said Brian, “not least because deliveries and departures were becoming increasingly erratic and unpredictable, at all hours of the day and night. We all became expert at rescheduling everything, from vehicles to aircraft, not to mention our own lives!”

“Everyone at Mitcheldean helped us. The heaviest impact was on the Warehouse operations team,

who were working around the clock to minimise the impact on production, and my special thanks go to Sharon Hutchence and Martin Owram and their team. We worked closely with production to reschedule priorities towards complete products rather than upgrades, and to use buffer stocks to make up for late component deliveries. OM (Order Management) and CSA (Customer Supply Assurance) team members gave their best to help reschedule our immediate customer needs. In the end, with their help, we met all our key commitments.

“Of course, everyone, especially our Logistics team members, gave a huge sigh of relief when the fuel crisis was over, but that wasn’t the end for us, or the hauliers. The supply and delivery chains had been severely disrupted, and we had to make up our shortfall, organise loads and containers into the right place, and take a host of other actions to get back on track. This was critical, and took more than three weeks to achieve. My thanks go to everyone who helped us meet our customer promises.”

Xerox No. 1 in colour



■ DC 12 production in Building 1 at Mitcheldean.

The latest report from Infosource puts Xerox in the lead for colour printer/copiers in the Western European marketplace.

Product manager Keiran O'Brien is sure this is a notable breakthrough. "As the digital colour market expanded in the early 1990s," he said, "Canon was the market leader. We are all very pleased that Xerox has now overtaken Canon to win this coveted position. Since our first digital colour product, the 5775, was launched, we have steadily increased market share, and the latest

Mitcheldean-built products, DocuColor 12 (DC 12) and Document Centre ColorSeries 50 (DCCS 50), have played a major part in this achievement."

The vast majority of the DC 12 family products go to the graphic arts sector, which includes copy shops, advertising and publicity agencies, direct mail houses and commercial and professional operations such as printers and graphic designers. The DCCS 50, with all its network capabilities, mainly appeals to corporate print rooms, where it performs the colour

'workhorse' role alongside the DC 420/440 and other mid-range, mid-volume Xerox products.

"Though we expect to face increased competition in the next 12 months," said Keiran, "the colour market is growing very rapidly, especially in the corporate office environment, and DC 12 and DCCS 50 are making real headway. The printed page requirement is huge, and growing very fast. We have very positive feedback from our customers on both the image quality and reliability.

"Above all, the colour market is very demanding. Customers tend to be extremely knowledgeable about colour and colour management, and expect quality output to meet their requirements. A high quality build is essential to our success, and we recognise the efforts made by the production teams, who have played a big part in our colour achievements so far. We will be facing really tough competition in the year ahead, and all of us will have to give our best to make sure we retain our current good position."

Last year, it was announced that Xerox retained its leadership in the European digital black and white market, as well as ranking No. 1 in the digital copier sales market in the US market for the second consecutive year.

New Union Learning Fund initiative

Teams at Xerox Mitcheldean have joined together to support a new Union Learning Fund initiative. This 'lifelong learning' project will encourage all employees on site to improve their skills and develop their full potential.

Forest of Dean MP Diana Organ welcomed the launch of the project when she visited Mitcheldean on 19th October 2000. She commented that the project will make a vital contribution to the process of 'lifelong learning' throughout the workforce at Mitcheldean, bringing benefits to them and the local community. She said it fitted very well with another recent initiative, to establish an 'on-line' centre (see page 8), and would be a major factor in encouraging people to take full advantage of the new learning resources available to everyone in the locality.

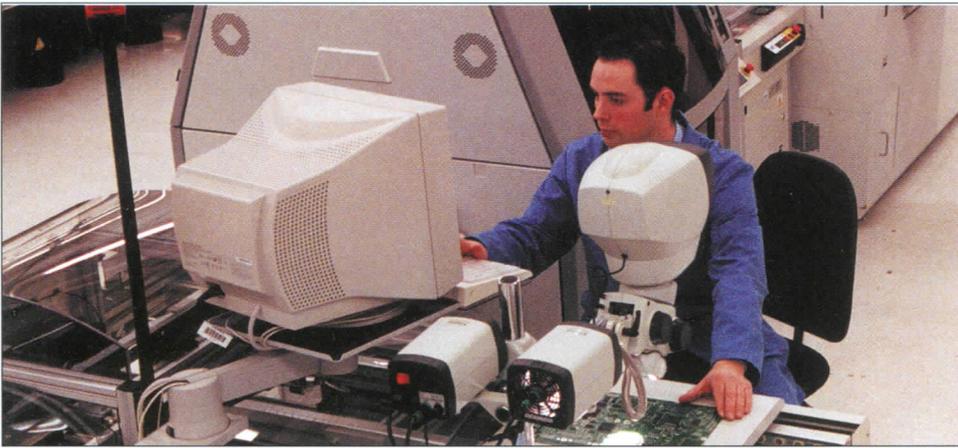
A team of 50 'Learning Representatives' will be supported by the Union Learning Fund. Graham Grindle at Xerox Mitcheldean will co-ordinate the project, while Xerox Manufacturing at Mitcheldean will fund the Representatives to train for their new roles, organised by the South West TUC. The project partners at Mitcheldean include both the GMB and MSF unions, with additional support from the Link Group and Bargain for Skills South West. The Royal Forest of Dean College (RFDC) will provide an NVQ as part of the project support.

A series of courses, which commenced in November, are taking place, so that the Learning Representatives will all be in place by Quarter 2, 2001.



■ Representatives of the TUC, the local Union Learning Fund team, and the Royal Forest of Dean College, seen here with Diana Organ MP (centre).

Ongoing investment for EMC



■ The new line in Building 4, with the 'Vision' machine in the foreground.

The route to profit in electronics is to produce boards faster, pack more components on the boards and maintain the highest quality standards. EMC (Electronics Manufacturing Centre) is making a major investment in production lines to improve capacity, quality and efficiency.

More than £1.8 million has been invested in a new surface mount line for EDC-E (Electronics Delivery Centre - Europe) in EMC's facility in Building 4 at Mitcheldean. This includes a screen printer to print solder paste, two Siemens automatic component placement units, a reflow oven

to ensure all components are soldered into place, and two new 'Vision' machines.

Richard Swithenbank, who planned the new line with a team of EMC engineers, commented, "For our latest products 1,200 components on a single board is not unusual. This means that manual checking by operators is becoming not only a boring task, but also one which is very, very difficult due to the multiplicity of small components. The new investment includes two 'Vision' machines, one on the new surface mount line and the other on one of our existing lines, to automate our component placement checking process."

One of EMC's major objectives is to maintain world class standards. "This requires constant investment in this very expensive new plant," says Richard. "We spent many months benchmarking suppliers to select 'best of breed' for our particular tasks here at Mitcheldean. The electronics business is a very demanding one, and it is commonplace for some of our competitors to replace their equipment on a three-year cycle. We are already planning the next phase of investment, due later this year and in 2002. This will keep our capacity in first class shape to meet the demands of our customers for new designs of board, with even more components on the board to support new colour printers and multifunction designs."

Work started in October to prepare for the arrival of the new equipment in November. This was quite a difficult exercise, with production volumes running high to meet the expected Quarter IV production and delivery peaks for DCBC and other Xerox manufacturing locations worldwide.

Operations manager Neil Price commented, "Overall this investment has given us a very useful gain in our capacity. The new line runs much faster than the line it replaces, and we have eliminated a substantial amount of repetitive manual checking to allow our skilled people to be redeployed to other, more challenging work."

Xerox Mitcheldean raises £9,575 for local charities

Local charities benefited by £9,575 following 23 separate fundraising events organised and supported by Xerox Mitcheldean employees last year as part of the 'Xerothon 2000' charity support programme.

The Xerothon events extended from draws and sweepstakes to street collections, a 'bed push', fashion show, charity rugby match and two 'Big Gigs', together with sponsorship from employees who competed in the London Marathon, an 'Iron Man' contest and a Wye Valley walk. Individual personal donations also helped to swell the funds.

A presentation to Great Oaks Dean Forest Hospice, Teens in Crisis, The Dilke Memorial Hospital, Contact a Family and the Gloucestershire Royal Hospital Scanner Appeal was held at Mitcheldean on 24th January. Presenting the cheques, Xerox Mitcheldean Group Resources manager Robin Fylfe said, "Our charities do a really valuable job for the locality, and we at Xerox are

happy to show our appreciation and support for everything you all do. It is also a tremendous testament to the spirit and ingenuity of our people on site that this magnificent sum has been raised."

While the Xerothon raised £9,575, it was by no means the only charity

fundraising activity at Xerox Mitcheldean last year. Other personal and group events contributed funds to other charities, including CLIC, Winston's Wish, Cloud 9 and Guide Dogs for the Blind.



■ Five local charities received cheques in January. Holding cheques, from left to right, Carol Fox of Contact a Family, Sheila Evans of Great Oaks Dean Forest Hospice, Barbara Bevan (Xerox), Liz Bishop of Teens in Crisis, John Richardson, Gloucestershire Royal Hospital Scanner Appeal, and Gayle Sykes from the Dilke Memorial Hospital, with representatives of the Xerothon fundraisers.

Third party business drive continues



■ In February the business development team gave EMC and EIC people an opportunity to see the work which is going into the development of third party business. Pictured with Martin Brooks, from left to right, are Jackie Ward, Dawn Lark, Mandy Tuffley, Mary Ann Dawson and Michelle Newman.

EDC-E (Electronics Delivery Centre - Europe) is continuing the drive for third party business.

The EDC-E business development team is already working closely with three third party customers. Boards for Grorud (who supply specialist sub-assemblies to Xerox and other businesses) have been produced for several years now, while the two other customers are very much in development. One of the projects is for Internet home shopping modules, with a trial of 500 modules currently in progress. Running parallel with this has been the successful development of

prototype electronic machines for the leisure industry.

In February the new business team organised an awareness day, which gave EMC and EIC (Electronics Manufacturing Centre and Electronics Integration Centre) people an opportunity to see the work which is going into the development of third party business. This includes website promotion. EDC-E has its own promotional website, which has been updated to reflect recent developments. Also on display was the exhibition stand, which will be shown at the Network Telecomms show in June, an

event which specifically targets the telecommunications industry. The presentation in Building 4 also highlighted the good work under way for existing third party customers, as well as the enquiries which evolved from EDC-E's appearance at a major manufacturing event in Cardiff last year.

The team is working on the development of a CD-ROM to give all customers a detailed insight into the business and facilities available, and is also looking at ways of networking more effectively within different industries. Plans are also being made for an Open Day, to invite potential third party customers to EMC and EIC later in the year.

"We work in a very competitive world market," said EDC-E's Martin Brooks, "but we have real advantages in EIC and EMC. We have benchmark quality and process control, supported and managed by teams who are highly skilled and flexible in their approach.

"In addition, we have excellent technical expertise, which we can offer as part of a complete service from design to distribution. We are positioning ourselves to target a share of the growing UK market in contract electronics manufacturing, which is expected to grow from an annual value of around £2,500 million in 2001 to around £4,400 million by 2004 ... an excellent opportunity to add value to our business.

Awards for Mitcheldean ESIC team

Six European Systems Integration Centre (ESIC) employees from Mitcheldean were presented with Customer Hero awards in February by Tony Murrell, director of European Manufacturing Customer Supply Chain Operations. Those receiving awards were Jackie Meek and Richard Helm in Order Management, Colin Aston in Warehouse Operations, Sean O'Connell in Options Operations, Gene Lewis in ESIC Materials and Sharon Hutchence in Warehouse Administration.

Every member of the Mitcheldean team demonstrated total commitment to the customer in the OMAF introduction period, working many extra hours, often working from

home, to ensure that production work continued and deliveries were made to our customers.

Jackie and Richard ensured customer orders were available to the Operations areas. Colin was responsible for manual 'workarounds' in the Warehouse, and recovered transaction processing when OMAF was again available after its initial teething troubles.

Sean was responsible for maximising output of options and, again, transaction processing recovery. Gene monitored the material 'min/max' top-up system and was also responsible for devising a workaround when OMAF could not match Favourites to customer orders. This process also

involved much work from Jackie and Richard. Sharon was instrumental in prioritising and calling forward container deliveries to site during the fuel crisis and the run-up to year-end with DC 12 family.



■ Customer Hero award winners from ESIC, Gene Lewis, Richard Helm, Sharon Hutchence, Sean O'Connell and Colin Aston. (Jackie Meek was not available for the photocall).

New community on-line learning centre at Mitcheldean



■ A computer-generated impression of the new Learning Centre.

A new community on-line learning project, developed as a partnership between the Royal Forest of Dean College (RFDC) and Xerox, will give everyone in the Forest of Dean the opportunity to learn new skills using the latest information technology. In the first year, starting in April 2001, at least 400 people will have access to a completely new type of learning experience.

The project has secured government funding worth more than £480,000, which will provide on-line learning for all of post-school age, using the latest learning techniques on modern computers.

RFDC project manager Steve Astington feels this is a major breakthrough for the Forest of Dean and Xerox. "It will offer people new to Information Technology, new to learning and those who have not been successful in the past, a completely new way of learning,

at their own pace, in their own time and, if they wish, in their own homes."

The new project, The Learning Centre @ Mitcheldean, combines the resources of the RFDC Business Unit, the Xerox learning and education team (The Skills Partnership), and the ICT (Information & Computer Technology) to deliver computer-based learning direct to individuals, private homes and small/medium businesses. It will also include the successful Skills for Life facility, run as an RFDC/Xerox partnership, which has provided an award winning service for Xerox employees and their families for the past five years.

European Education & Learning manager for Xerox Colin Court commented, "The project complements and builds on what we are already doing in using PCs in education and learning within Xerox. The project will provide an even wider choice of

relevant learning resources, not only to Xerox employees at Mitcheldean, but also to those of other businesses on the Xerox Business Park and in the surrounding area."

Xerox is providing over 11,000 square feet (1,000 sq. m.) of space at Mitcheldean, complete with new facilities for disabled access, catering facilities and other infrastructures to house the 40 or so computers and associated hardware and software. The project also includes 20 laptop computers, designed for learners working at home, in the place of business or at other locations away from the centre, supported by a network of volunteer tutors who will be available to help students.

"Since this is a community project," said Colin, "we aim to provide access throughout the day, six days a week, and at least four evenings during the week. It is our aim to provide 'open access' for everyone who really wants to learn."

Planning is already well under way. Design work started in November, and construction and fitting out in Building 7 on the Xerox Business Park are expected to be complete by early April.



■ Pictured from left to right, are Colin Court, Xerox Skills Partnership, Robin Fyffe, Group Resources manager, Xerox Mitcheldean, Steve Astington, RFDC and Gill Young, RFDC principal.

First UK Procurement NVQ for Mitcheldean

Three Modern Apprentices in Purchasing, Katy Howells, Lyndon Tomkins and Greg Woodhouse, have earned the distinction of being among the first in the UK to complete a Modern Apprenticeship linked to an NVQ Level III in Procurement. They were presented with their certificates (two each) by Les Moore, director, Xerox European New Products/Materials Acquisition & Planning, on Thursday 5th October.

During their time as Apprentices they worked in several purchasing-related roles, and were supported by their purchasing managers, Pat Drinkall of The Skills Partnership, and an external assessor. Lyndon Tomkins now works in Forward Planning Procurement, Katy Howells works in EMC and Greg Woodhouse is in Configuration Control. Congratulations to them all.



■ Les Moore presents Katy, Lyndon and Greg with their certificates.

Assets worth managing



■ Checking 'DFE' digital image processing equipment for large colour printers. The operator is Terry Brain.

Worldwide, there are now millions of digital products in use. More than 200,000 of these have been made at Mitcheldean alone in the last five years. The passing of time means that these products are now returning to Xerox as they are superseded by newer products, come off lease, require increasing maintenance after heavy use or, sometimes, suffer accidental damage.

All these products have real value for the business in a variety of ways, be it for remanufacture, for sale to customers as 'second user' units, as a supply of spares, or for the reclamation of valuable components or materials. This is the work of the Asset Management Business Centre (AMBC).

This represents a real opportunity for AMBC, but one that can only be achieved with substantial increases in efficiency by changing working methods and processes and consolidating all the work in a single production area in Building 3 using around half the space required last year.

The costs of scrapping and waste disposal are rising all the time, and in the long term we all know that the Earth's resources are finite. In addition, this year is likely to see the

introduction of the European Waste Electronic Equipment directive, which is expected to place the responsibility of disposal (or reclamation) costs directly with the manufacturer. In line with the established commitment to good environmental practice, Xerox's ultimate aim is still, and has been for some time, to take back everything we make.

Of course, the market continues to change, affecting all aspects of manufacturing and our re-use and recycling work. Inevitably the decline of the light lens business will lead to big changes in the dynamics and throughput speed of AMBC as the business moves to concentrate on digital products.

Already the Asset Recovery team, led by Bob Haste, is reprocessing DocuColor 40 'Digital Front Ends' (DFEs), the complex copy/printing image processing hardware and software that allow really high volume and high quality colour reproduction. This work will be progressively extended to products such as the DocuCentre Colour Series 50 (DCCS 50), and other Xerox colour products. There is also strong demand for 'as new' and reconditioned DC 220 and DC 340 families and associated peripherals. Many reclaimed spares will be

remanufactured to supply European Systems Integration Centre (ESIC) lines in Building 1, and the Asset Management team will also supplement the main assembly work by producing small volumes of 'stand alone' digital copier variants of the DC 340.

"Perhaps our biggest immediate priority," says Brian Reeves, who leads Asset Management, "is digital spares. We have completely re-engineered our process for spares reclamation to reduce reprocessing costs and improve time to market. We will be the key European Centre for producing spares to support all digital products and minimise total service costs, which will play a major role in improving overall business profitability."

"Of course," says Bob Haste, "we will be working in the digital electronic world. The Building 3/1 facility must meet the highest standards of build and quality control, and will utilise all the same 'clean area' concepts as those used for Electronics and ESIC assembly. We will be developing a benchmark facility where the same 'production line' standards are applied to incoming returns to AMBC and to the output of remanufactured products and spares for use by ESIC assembly and by the field service team."

Aiming for absolute zero

"Ultimately," says John Spratley, "the only acceptable performance in terms of safety is 'absolute zero'. Mitcheldean has a very good safety record, but even one accident, however minor, can have totally unacceptable consequences. This means our goal must be no accidents and no injuries. This can only be achieved by eliminating all personal risks on site.

"While over the years we have steadily improved our safety performance on site, we quite clearly have some way to go. However, because we have all made such efforts over the last decade, the law of diminishing returns is making it more and more difficult to make progress. We all have to take a different, and much more critical, attitude to safety. It is, after all, a personal as well as a business priority."

John says the first priority is identifying all the risk points. Every office has risk points; every production area has risk points. The trouble is, we are all over familiar with our workplace and identifying risk points requires careful attention and safety awareness. Being aware is something on which we should all concentrate. Regrettably it doesn't always come naturally. Awareness requires effort - but it is an effort we must all make.

Your safety, and that of your colleagues, is your concern. There are three simple and obvious steps which we can all take:

1. Be aware of safety issues at all times.
2. Identify and report safety hazards.
3. Apply safety systems at all times.



■ New safety barriers in Building 1N Warehouse ensure safe separation of forklift vehicles from pedestrians. Forklift driver: Jamie Roberts.

Awareness - think safety

Everyone can work safely. Think before you lift things, watch out for forklift trucks, be careful with hand tools, and apply good housekeeping standards. Safety is still a personal responsibility ... and every day is safety day!

Identify hazards/defects - avoid accidents

Identify and report any hazard or defect you see. A frayed wire, loose tile, leaking valve, speeding driver, or material in the wrong place all carry risks. Every hazard or defect is an accident waiting to happen. Report any hazard you see at work as soon as you identify it.

Apply the safety process - use it or lose it!

Most accidents are caused by people not observing safety recommendations or failing to work to agreed safety standards. The Health & Safety Management system is for everyone's benefit. Xerox spends over £50,000 a year to protect eyes, feet and hands. If safety equipment is specified for your job, use it - without fail - at all times. The one day you fail to observe the safety procedure may be the day you, or your colleague, are injured - don't take the risk.

Managers have an absolute responsibility to ensure that staff work safely at all times. Staff have an equal responsibility to apply the safety systems and procedures for their own personal protection. There can only ever be one good reason for changing the safety rule - to make the system better.

Obituaries

We regret to report the deaths of the following pensioners:

Ronald Harris
(71) 24th August, 2000

Ronald Martin
(72) 24th August

Ronald Aston
(80) 25th September

Thomas Phillips
(77) 3rd October

Eric Fisher
(73) 12th October

Ronald Stephens
(76) 15th October

Harold Barrington
(74) 28th October

John Macdonald
(79) 21st November

Dennis Brain
(50) 22nd November

Joyce Giles
(50) 28th November

Ivor Dudley
(70) 1st December

Victor Thomas
(79) 5th December

Frank Duberley
(67) 11th December

Sylvia Powell
(72) 11th December

Royston Smith
(84) 11th December

Ashley Jones
(72) 13th December

Cecil Gardner
(76) 16th December

Edward Jayne
(69) 13th January, 2001

Terry Annis
(51) 17th January

Ethel Fricker
(94) 20th January

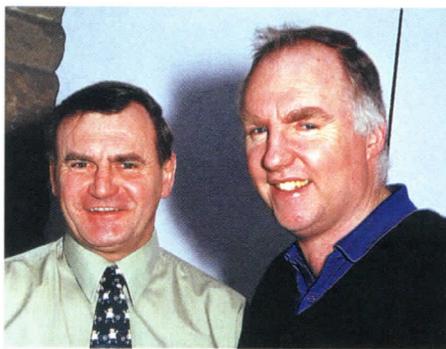
We are sad to report the death on 12th February of Alice May Wickstead, wife of the late Fred Wickstead, who played a major role in his time at Mitcheldean in the expansion of the site to its current 67 acres.

We also regret to announce the deaths in January of Brian Mould, who for many years was the Night Shift manager on site, and in February of Lillian Maud Howell, a former nurse at Rank Xerox Mitcheldean.

40 YEAR Service Award

ALAN HUGHES has spent all his working life in the machine shop environment. After leaving school he worked initially in the grinding section, later moving on to the big Burkhardt & Weber NC machines.

In 1984, he became a setter in the fuser roll centre and he was one of those who went to



■ Alan Hughes with (right) Steve Carpenter, a 35-year man.

Venray to help with the transfer of the 1045 pressure roll facility to Mitcheldean.

Progressing to leading hand/development setter, he was involved with a number of

major investments - ranging from procurement of the Koyo grinder for the low mass cell (he made a trip to Japan in this connection), to the Viton Flow-coat installation for which he is team sponsor. Last year Alan was promoted to operations support manager for the Fuser & Frames Business Centre.

There's many a 'roll' in Alan's main hobby too - he plays skittles for the Vine Tree pub in Ross-on-Wye.

He and his wife Kay, who works in a shop in the town, have three children and four grandchildren. Their eldest, Tricia, once worked on site; son Patrick is distribution stores manager at Nimbus Records, Monmouth, whilst their youngest, Sarah, is a senior insurance underwriter working in Ross.

35 YEAR Service Award

On completing his RX apprenticeship, STEVE CARPENTER took up a job in facilities planning where he spent his first 16 years, being involved chiefly in the layout of assembly floors, not only at Mitcheldean but also at the Modi Xerox Rampur plant. It was his last task before moving into PQA in 1985.

He has visited 6th of October City on two occasions, the second time being in 1988 to help set up a product audit facility for Xerox Egypt.

To his HNC in mechanical engineering Steve added another in electronics five years ago, and

in the early part of this year he joined the DCBC team of manufacturing engineers. His wife Karen is a practice nurse and they have two children - son Matthew who turned 16 last Christmas and is in his final GCSE year at Dene Magna Community School, and a daughter Katharine, 14, who attends Denmark Road High School for Girls in Gloucester.

Last year the family enjoyed a 'Camel Trail' - but without going all the way to Egypt. They holidayed in North Cornwall and did the scenic bike ride which runs from Wadebridge to Padstow alongside the river Camel.

25 YEAR Service Awards

NICK FARR finished his apprenticeship with an HND gained at Bristol.

His first job was as a marshaller at Lydney where the 2500 was being built. He stayed with small copiers when he returned to base, working on the line, until the opportunity occurred to train as an electrician. Moving on to the 9000 family, he progressed to leading hand in 1989 and section manager the following year for the assembly of the 5046 and successive machines.

He is currently in charge of a section in Asset Recovery assembly and is landlord of Building 15 as well as being one of our first-aiders.

Nick has three sons - Ian aged 15, Thomas who is 14 and Daniel, 12, all of whom attend Whitecross School. His wife Julie, a support teacher at Lydbrook School, is the FOD cub scout representative at county level and leader of the Lydney cub scouts pack. And, says Nick: "She occasionally recruits me to help out."

Another ex-apprentice **PAUL MASON** joined Quality Assurance as an inspector in CBA

assembly, later moving on to other new and refurbished products. Having left QA, he has progressed over the past three years from intermediate to full technician to engineer, and is now a member of the technical support team in Light Lens. He has continued to study and looks forward to acquiring a second HNC, this time in electronics, this year.

Rugby has been his sport since schooldays; he's played for Drybrook RFC for 22 years and for the last four has been its chairman.

Keenly interested in local history, he's a member of the FOD Local History Society and is compiling a pictorial history of Mitcheldean village called 'A Glance Back' in which the story of this site and some of its people are featured.

He's already produced two publications - one to mark Drybrook RFC's centenary and one on 'The Rise and Fall of the National Coal Board'.

Paul collects old cigarette cards and postcards, an interest he shares with his wife Carol who is employed part-time in Document Imaging Services Centre in Building 9. Both their children - Laura aged 15 and Stuart, 13 - attend Dene Magna Community School; Stuart plays rugby for the school and is also one of Mitcheldean Sports Club's junior footballers.

GARY HOPKINS was one of the same apprentice intake as Nick, Paul, Kim Toombs (see page 12) and Steve Powell (currently at Welwyn). After a brief spell in CBA assembly inspection he went into facilities planning.

Some 15 years ago, he moved back into the quality operation, joining PQA and today is a

member of the Customer Focus Engineering team. "We deal with a range of problems over the 'phone - mostly calls from service engineers. It's all part of our guarantee to customers that they will have Total Satisfaction with our products."

Gary's parents worked at Mitcheldean years ago, and his elder brother Brian, also an ex-apprentice, works on the same floor in ESIC inspection.

Gary has been involved in football since he was one of the under-8s with Cinderford FC. For the past 26 years he's been with Soudley FC, serving in practically every capacity - player, first-aider, manager, chairman - and he's now into his second season as secretary.

His 17-year-old son Nicholas plays for Cinderford under-18s and is now an apprentice too - but he's chosen carpentry as a career.

Gary's wife Diane once worked at Mitcheldean on the catering side and now does relief work at Oakdene School. They also have two daughters; Sarah, aged 19, is employed by a medical supplies firm and nine-year-old Rachael attends junior school in Cinderford.



■ From left: Paul Mason, Nick Farr and Gary Hopkins

Profile -

Kim Toombs

His first name is actually Shaun, which is how Kim Toombs, operations manager of our Electronics Integration Centre, was referred to in Vision in 1977 when, having shown the most outstanding endeavour in all aspects of the first-year course, he was chosen 'Apprentice of the Year'.

But, as he points out, "I've always been known by my second name Kim (after Kipling's boy hero)."

Much of the earlier part of his 25-year career with the company was spent as a tool-maker, and he rose to exceptional heights when, in 1980, along with 38 other sponsored parachutists from Mitcheldean, he took the plunge to help raise funds for the Cobalt Unit Appeal Fund.

The sum of £5,600 - including a company donation of £500 - was realised, and the experience provided them with a new outlook on things!

Kim studied the earth in depth, too, when he worked for a time in a freemine, hewing coal alongside Julian Gwilliam (currently engaged on a ESIC project in Lydney) whose father owns the mine, and Steve Powell (New Programme Pilot Plant, Welwyn). "I worked in the evenings and at weekends while keeping up the day job. It was tough and uncomfortable (the coal dust got right inside our clothes). Having worked a year and a day underground, and being born within the Hundred of St Briavels, I qualified as a freeminer and I look back on that experience with pride," he told us.

After spells in refurbishing and parts manufacturing, Kim progressed to be section manager in the fuser roll area and later in small batch.

One of the highlights of his career came in the early '90s when he was appointed co-ordinator of a major project - a £2 million programme of investment in Building 5/1, introducing new technology for the low mass rolls required for low volume copiers. Kim worked with facilities engineer Pat Madley in developing and implementing the action plans.

He subsequently spent some months himself in facilities engineering (where his father Brian once used to work)



■ Kim Toombs

before switching to a totally different environment in Interconnects where he was promoted to assembly and production control manager.

This led to an unexpected trip to South Africa. "We had purchased a finite scheduling system called OPT21 (Optimised Production Technology) from STG and I was asked to give a presentation at Warwick University to the UK OPT user group on our implementation.

"Following this, I was invited to write and present a paper on the implementation at the 21st anniversary conference and exhibition of SAPICS (South African Production and Inventory Control Society) held in Durban.

"The conference lasted four days, after which my wife Linda and I took a few days' holiday. We visited two game parks where we saw a whole range of animals including an elephant which took an instant dislike to us and charged, causing our driver to reverse rather quickly!"

Kim was closely involved in the start-up of the EIC in Building 6/1. Appointed operations manager, he says: "We've seen really good growth in the last two or so years."

Products range from user interfaces to major electronic modules for ESIC production, as well as assembling upgrade kits for digital printer/copiers. They are currently heavily involved in the pre-production of the GUI, IOTC and SIP products for a new programme.

"Mitcheldean is our main customer, with Venray, Webster and other US customers, and at the end of last year EIC successfully completed a number of third party prototypes. It's an exciting

market and could mean some significant opportunities in coming months."

Flexibility in manufacturing set-up and substantial investment in workplace training have been key to EIC's success and Kim pays tribute to the positive attitude of his staff.

"We have over 90, and have established a good reputation with our customers. Our customer interface team, run by Dave Jones, is proving very successful in helping with any special requirement which could affect their production schedules."

Kim's wife too works closely with customers - in HSBC. They have two daughters - Kirsty, aged 15, and 10-year old Bryony. Both girls are being coached in tennis at Five Acres Leisure Centre and Kirsty was recently selected for the under-14 district netball team.

Kim is particularly keen on jazz; in fact, he's recently acquired a tenor saxophone and is teaching himself to play. Bryony shares his interest, whilst Kirsty plays the clarinet.

Woody, a black labrador, completes the family. Their pet appreciates a dip in the ponds which are a tourist attraction in Cannop where the family live. Kim has kept his muscles in trim by building a large extension to his house, plus a garage, and "my next major project is the garden."

He is the eldest of four brothers. The next oldest, Mike, works on the line in ESIC. Then there's Andrew, a member of the Edinburgh police force, whilst the youngest, Steve, is a sales manager with a US company.

"Steve recently married a girl from Philadelphia so we went over for the wedding and took the opportunity to visit New York," Kim told us.

Then last October they went west again for a holiday in the Cayman Islands. "We had the chance to use some time-share accommodation - and had a wonderful break. It recharged my batteries for what is proving to be a busy and challenging year."

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.