

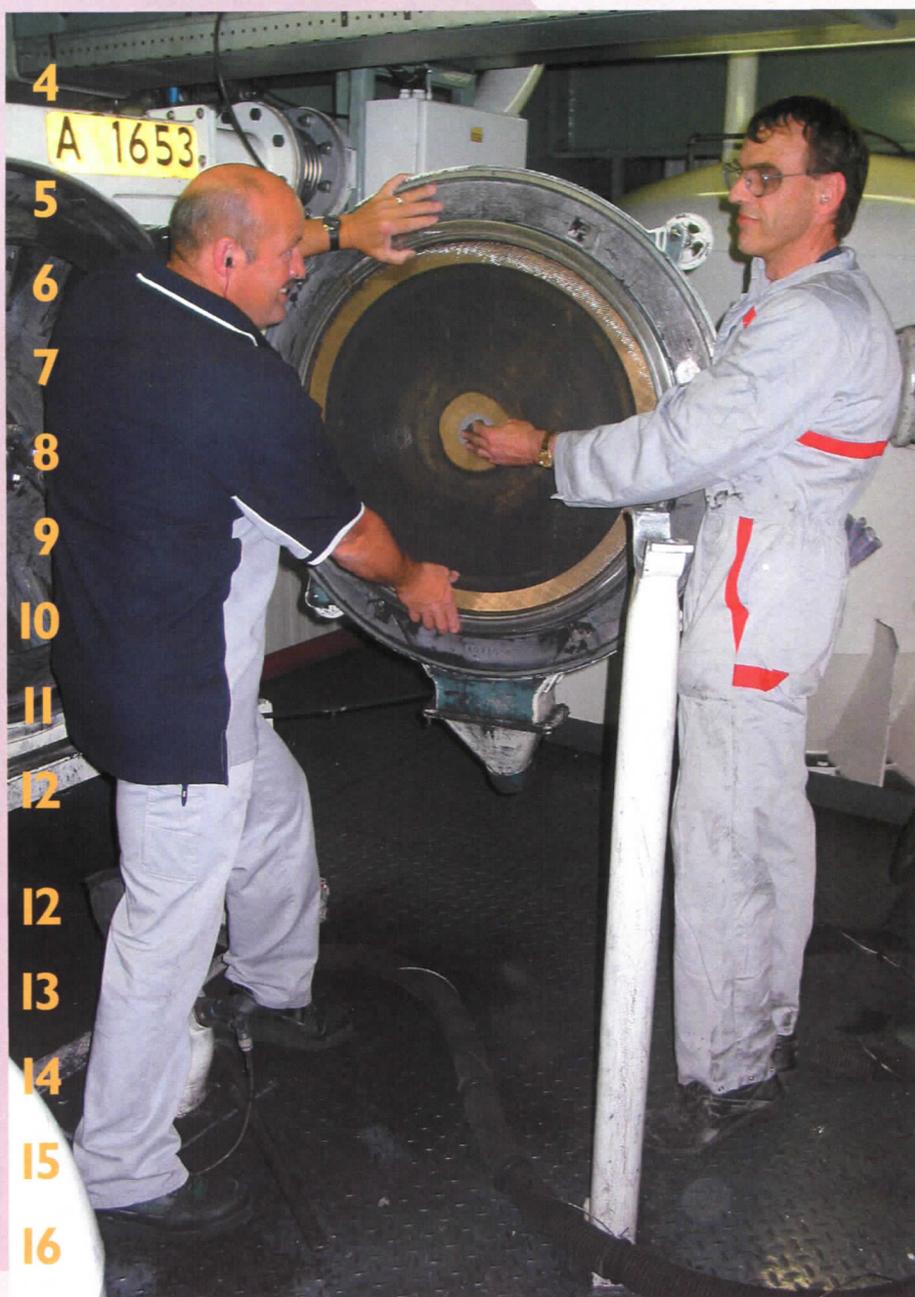
M&SC magazine



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SDU Operators followed a maintenance training course



From the editors

The holiday season is just about behind us and hopefully we are all refreshed and ready for a strong performance as we approach year end.

The fourth edition of the M&SC magazine is somewhat unique as its the first edition published without the considerable influence of Robin Fyffe who retired from Xerox in September. Robin was the implementation manager for the magazine's early issues and the editorial team would like to thank him for

his creativity, guidance and contribution to our publication.

We wish Robin and his family good health, happiness and success for the future.

In this issue you will find interesting business articles on the M&SC Strategy Contract, management and operator training in Venray, Learning Policy deployment and safety initiatives across Europe, but we also have a number of "people pieces" about our employees in

each of the plants. Our "Meet" article this time includes some interesting employees who spend most of their time on the factory floor. Read on and all will be revealed.

As we have previously mentioned, the magazine is about M&SC people, their achievements and interests, as well as including business information. If you have any suggestions for articles to include in the magazine, please contact your local editorial team member.

On behalf of the editorial team, enjoy your read.

Mark A. Barnard
HR Operations manager
Mitcheldean

Franklin van Driel and his accordion:

'Whenever I play, I always lose myself'



The best thing about this instrument is that you can always let your feelings go. Years ago my mother knew exactly how I felt by the way I played. If I was angry, I would play very loud music. If I was happy, my accordion sounded alive. I have now been playing the accordion for almost half a century and I can still lose myself."

Personnel and Salary Administrator Franklin van Driel (56) has worked at Xerox Venray for over 30 years. Even more impressive is the length of time he has been a member of Accordeana, a well known group from nearby Helmond. The group was started by the even more legendary accordionist Arie Willems, around 46 years ago (His secret?). According to Franklin you need to enjoy what you do, be it your work or your hobby.

Versatile

Franklin was just a boy of 10 when he realised that he had more than the average feel for rhythm. He went along to Arie Willems, who at the time ran an organ and ac-

cordion shop. "I began with drum lessons in Arie and his wife Elly's kitchen. After half a year Arie decided it was time to play a real instrument. Not surprisingly that instrument was an accordion and from that moment on I have had no regrets. It is after all a versatile instrument which can be played in many different ways."

High Points

Before long, Franklin played in one of the three Accordeana orchestras and almost 50 years has since passed. "As an orchestra we have experienced many things from competitions to radio spots, concerts at home and abroad and much, much more. You should not forget that Arie learned to

play the accordion at the Dutch school of music, which says something about the standard of play. Arie promoted the accordion in such a way that it lost its circus image and is now regarded as a proper and respected instrument. However, above all it was and still is a sociable instrument. I even met my wife through playing the accordion in the 1960's and we have now been married for 32 years."

In 2001, when Accordeana celebrated its golden jubilee, Xerox was indirectly involved. The jubilee book, which is a mine of information and produced by Franklin, was printed on Colotech paper, using the..... Xerox DocuColor 2060.

An officer and a gentleman

Sean Moran the Production Manager in PSG in Dundalk, is a man of many talents. He has managed to combine a varied and successful career in the army, with a rugby career at the highest level, a busy family life and successful career with Xerox.

A native of County Mayo, Sean says that he "always loved sport and played everything, but rugby was my favourite". He played rugby for his local club in Castlebar and because there were no juvenile teams, played under 20 at the tender age of 15. Playing in the second row at number 8, he enjoyed considerable success representing Connacht at under 18 level and captaining the Connacht Provincial side at under 20 level.

Injury

In 1986 Sean got his big break and was selected for the Irish under 21 side, many of which went on to be full internationals. Now a member of the Connacht Senior Inter Provincial side, he was playing along side the best players in the country, but a cruciate ligament knee injury in 1987 was to keep him out of the game for two years.

Sean studied for a Degree in Civil Engineering and in 1989 resumed his rugby

career captaining the University College, Galway team and got back onto the Connacht Inter Provincial side in 1990. In 1991 Sean played on the Irish University Triple Crown winning side beating England, France and Scotland and was selected for the Irish student side. In 1992 he was member of the Irish Development Squad and played for the Irish Wolfhounds invitational side.

His rugby career was back on track and in 1992 he joined the Blackrock College side following his transfer to Dublin and played regularly with household names like New Zealand outside half Steve Bachop, and Irish internationals Neill Francis, Brendan Mullen and current international hooker Shane Byrne. Rugby was turning professional and Sean had to decide where his



future lay. A recurring knee injury effectively put an end to any thoughts of a professional career and convinced him to focus on his career in the army, which he had joined in 1984.

UNIFIL

In 1994 Sean went on an overseas Peace Keeping assignment as an Engineering Officer with the multinational United Nations Interim Force in Lebanon (UNIFIL).

Having served for 13 years, Sean decided to leave the Army in 1997 and joined NEC Semiconductors in County Meath as a Shift Manager. Sean had married Elaine in 1992 and in 1998 they had their hands full following the birth of triplets, two boys and a girl. (Another baby girl followed in 2001). When Sean joined Xerox as Production Manager in February 2000, his first task was to build a production team and operation that could quickly manufacture, customise and supply PSG products to European and DMO customers. Sean currently manages a department of 145 production staff who are involved in all aspects of PSG manufacturing and customisation in Dundalk.



Sean in action for Irish Universities against Wales Universities in 1991.

Jef Arts about basic management courses given by Xerox:

'The better you know yourself, the better you can manage'



Managers have a very important, but also a very difficult job. There are many aspects you have to be aware of as well as day-to-day activity. If, for example you are the manager of a production and planning department, as well as production planning knowledge, you must also have some knowledge of many other management aspects. You must also be able to relate to other people. Xerox's basic management course offers new, as well as current managers, the tools to better carry out this difficult job."

So says Jef Arts, Manager HR Operations in Venray. Together with his HR team, Jef was involved at the beginning of the course, which began in September last year. The objective of this initiative was to offer all Xerox Venray managers a complete training programme in management skills. Sixty new and experienced managers signed up for the course, the first of which has now been completed. In the future, all new managers will be given the opportunity to follow similar courses. Moreover HR, according to Jef, is planning follow-up courses lasting a couple of days, each with a fixed central theme.

Necessary Baggage

The course comprises of 8 modules, each with a duration of 1 or more days: Xerox in General, Practical Personnel Policy, Management, Terms of Employment and Labour Agreements, Absenteeism and Working Regulations, Finance, Personnel Development and New Quality. Starting at the beginning of September, on average one module was taught per month. As Jef says "We often teach people how to control situations, but not how to manage people. As a result of this, in the past and also occasionally now, the best carpenter would often be the manager of the department. This could be bad luck as you could end up with two disadvantages:

you have lost your best carpenter and have also gained a bad manager. The man may be a fantastic carpenter, but not necessarily a born manager. Nowadays, however we have a much better view of things. The basic management course is providing a practical structure to the theory. Look at it as the necessary baggage in order to move ahead."

When developing the Xerox basic management course Jef and his team did not opt for the easy solution: "When we came up with the idea of a basic management course the first question asked was whether we should buy off the shelf material or develop our own course. We quickly decided to produce the course ourselves, not only because we believed we were capable of doing so, but also because we could develop a course around Xerox's needs. Every bit of knowledge, no matter how small, was used to create the course. If we had taken an off the shelf course it would not have completely met our needs and of course producing our own training saved a lot of money."

Interactive

At the beginning of 2002 when the HR department decided to do the work themselves, they quickly decided exactly what they wanted to bring over to the man-

agers. "The course had to cover a wide range of topics and we wanted to create something suitable for both new and current managers. The last time such a course was produced was at least 10 years ago. Furthermore we looked at what sort of content the course should comprise of. It was concluded that workshops would be the best way of training. In general not many people wish to sit for hours listening to someone lecturing. Therefore the course needed to be interactive, allowing people the chance to get involved. We were able to sign-up Marcel Frielinck and Perry Buenen to kick-off the course with the Xerox in General module. Their participation in the course was very important as we felt we had to start off on the right foot and at a high level. The rest of the modules were divided as much as possible between the HR team. The fact that the course material and teaching was developed and carried out by our own small team is fairly unique. In any event it was a great achievement to be able to develop such a course as well as carrying out our day to day work."

Success

One of the course workshops was given the title "*The Boss is also just a person*" and is a typical example of the new way of thinking within Xerox. This workshop lasted two days and managers were put under a microscope. The aim of the workshop was to allow managers to have a good look at themselves. The way you are yourself is the way you manage others and the more insight you have into your own behaviour and the way it effects others, the better you can manage. This requires motivation and this is what the course used. Every manager at some time in his career has moments when he is unsure. If he now puts into practice what he has learnt on this course then the course can be looked at as a success.

'Now you can understand what effect your work has on others'

A machine that breaks down can have many implications for our clients, which you would rather not know about. The service engineer then has to bear the brunt of the client's displeasure. Some clients will not allow the engineer to leave until the problem has been solved. Of course, sitting behind our computers in Venray we do not see that side of the story and it was therefore useful for us to spend a day with the service engineers, where we were able to see exactly what effect our work has on others."



One of the London couriers.

So says René Honig, Escalations Officer for Service & Supply Chain (SSC) in Venray. Together with the CEM analysts (Customer Echelon Management) Eveline van de Venn and Noel Kelly they look back on an enlightening visit which a SSC delegation made to the service engineers in London at the end of July: "In 2000 Venray began an escalation process which ensured better support for our (English) service engineers, with whom we have a tremendous amount of contact. Our manager Nigel Bainsfair, who originally worked for the London service organisation, asked us if we would like to visit our English colleagues. As a result, a two day working visit was arranged, accompanied by Jannie van Gemert, Theo Claessens and Daphne Verhoeff."

Understanding

Noel looks back with pleasure and satisfaction at the trip: "Some of the most remarkable people we met were the "walking engineers". Dressed in their best suits, with a backpack holding their laptop and GSM, they visit our clients in the heart of London's business centre, The City. If they need a spare part all they have to do is attach the laptop to the GSM (*Global System for Mobile communication*) and contact the London warehouse. Within 10 minutes a courier arrives by bike or motorbike with the ordered part. A wonderful system, which often astonishes our clients." Eveline says, "I visited a client who had a big iGen3 machine and I met the engineer who was responsible for its maintenance. He did not know that Venray has

spare parts in stock, which would ensure the machine could keep running. In future I will add the engineer to the copy list if things in planning change. Maybe this is only a small item, but it will help him to carry out his work more efficiently. I believe this sort of improvement should lead to a decrease of annoying situations."

Sweetie Shop

As well as getting to know the service engineers and visiting the clients, we also visited the warehouse for fast moving spare parts in Great Guildford Street, where a presentation by Paul Mack (Regional Operations Manager), Tom Brady (Team Service Manager) and Robin Gammons (UK Customer Service & Inventory) was on the programme. And of course a visit to a pub – The Mission, situated right on the banks of the river Thames. Noel, who grew up close to England's capital and knows the city inside out, said "You should have seen their faces - just like little children let loose in a sweetie shop."

From the left:

Kevin Morgans, Su Fisher, Noel Kelly, Tom Brady, Eveline v.d. Venn, Daphne Verhoeff, Allison Baker, René Honig, Paul Mack, Jannie van Gemert, Theo Claessens.



Strategy Contract completed

This year's cycle of Strategy Contract reviews has just been completed, and Paul Overton, Strategy and Integration Manager, provides us with an insight of the contract process.

The Strategy Contract is a well-established process in the development of our strategic direction – for us as an XEM&SC group, as a part of WM&SC and in support of the overall company direction.

Background.....

Every year, each part of the company reviews their strategic direction for the following three years – on this occasion the 2004 – 2006 Strategy Contract.

The Strategy Contracts are driven by the overall Corporate and Business Groups' direction with response, refinement and alignment with the Operating Companies and the support organisations.

As a support organisation, Manufacturing and Supply Chain, in simple terms, needs to consider:

- what are our customers' requirements and how are they changing?
- where do we want to be over the next 2-3 years, and how do we need to respond to our customers' requirements?
- how will we get there - what changes/improvements do we therefore need to make?

Taking each key element in turn.

Customer Requirements.....

As you are aware from this year's communications sessions, we are forging closer and closer relationships with our customers. At the same time, we are further understanding their requirements and how we can best support them as a 'supplier that enables revenue growth'. In the spring, Perry and various members of the senior team held reviews with each of PSG, Office and CSO (Service) to gather their customer requirements as input to the contract process.

To give a flavour of their comments and input, some examples are:

PSG

- M&SC seen as providing a flexible and responsive service.
- Keen to maintain order to despatch/order to install (OTD/OTI) performance in future products
- Encourages M&SC to continue on programmes like Shamrock second user programme that can provide opportunities for further product offerings

Office

- M&SC seen as a valuable business partner
- Need to work together on continued roll out of the 2 Tier distribution model and its impacts

CSO

- Integration of Office requirements into SSC processes
- Expansion of field inventory planning for Europe
- Differentiated service level for iGen3 and continuous feed products

Where we want to be..... our direction

As we are now part of the Worldwide Manufacturing and Supply organisation, 'where we want to be' has a broader view than in previous contracts.

This was the first year where we did not produce a specific Strategy Contract for XEM&SC alone. We did however play a major role in the development of the overall WM&SC contract that Wim Appelo presented to the Corporate on July 31.

As WM&SC, we have set out our direction to be 'leadership supply chain services for our value chain partners that are predictable, flexible, fast and affordable in a safe and rewarding work environment to enable the growth and success of the Corporation'.

Paul Overton discussing the M&SC Strategy Contract with Perry Buenen.



In the contract review Wim outlined what each of these predictable, flexible, fast, affordable and rewarding (PFFAR) aspirations mean, both in words, and also importantly as specific metrics that we aim to achieve – ‘where we want to be’ in hard target measures.

We have used a number of the metrics for some years and the contract outlined where we want to move to – for example for inventory turns we are aiming to move from 5 turns overall in 2002 to 8 turns by 2007/8. Some of the metrics are relatively new to us. ‘Revenue left on the table’, for example, is one of the metrics that defines how flexible we are. Perry has outlined this customer-focussed measure at recent communications meetings. At forthcom-

ing meetings we will discuss the other PFFAR metrics. They will also form part of next year’s PEPs.

Changes and Improvements

Having set targets for ourselves in the future, we can make a comparison to the current state and therefore understand where we need to focus our improvement efforts.

We must continue to support growth by further improving our support and services to our customers. We need to critically review all our processes that impact our performance to them.

Our fundamental affordability has been a focus in the past, and we must continue

to keep this in line with the future needs and how our customers’ business models are changing.

Xerox Lean Six Sigma is clearly one of the tools we will use to help us make these improvements, and the targets will be included in the PEPs. It all adds up to many small steps in continuous improvement rather than one or two major initiatives.

Through Perry’s communications meetings and the operations reviews we will share more detail on the necessary improvements to our business. Please use these reviews and your team meetings to understand how you can contribute to ‘where we want to be’ and ‘how we will get there’.

‘Together we achieved a perfect finish to one-hell-of-a-job’

With regards to worldwide order processing and business management, Xerox Office Printing Business (OPB) puts its trust in Oracle applications. When the 11i upgrade was introduced onto the market one and a half years ago, XE OPB felt it was necessary to implement the upgrade on a worldwide basis. The changeover did not happen immediately and Functional Developer, Lester Arts and Leon Janssen, who undertook the job of project coordinator for Oostrum, look back on past events.

It was one hell of a job, but thanks to a great team effort, the implementation of 11i came to a perfect end. “Never”, says Lester, “has the worldwide implementation of an Oracle application been achieved. That it has been successful this time is down to a lot of ground work. First of all we studied what 11i was and what it incorporated. As a result of this study the first goal was to, as far as possible, implement a standard 11i package. Of course we were very critical when matching the requirements to our business, but on the whole we kept true to the standard requirement.

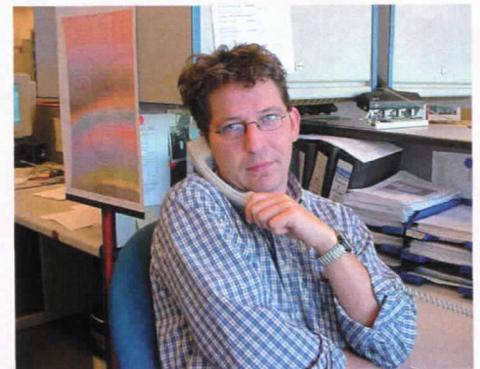
This ensured that the work was manageable and would avoid future major changes whenever new upgrades were introduced.”

Educational

Despite the occasional hiccups, good and clear communication played a part in the successful implementation of the upgrade, according to Leon Janssen.

“The biggest problems came in the testing stage, not so much because of the actual application of work, but because of the lack of personnel. This was most noticeable when testing became more intensive and key users had to give their approval to the operation.

Furthermore, all users had to be trained and were also needed for the launches, which happened one after the other. In addition, the implementation took part in the middle of the holiday period so operational management were not always happy with me. Therefore my job



Leon Janssen.

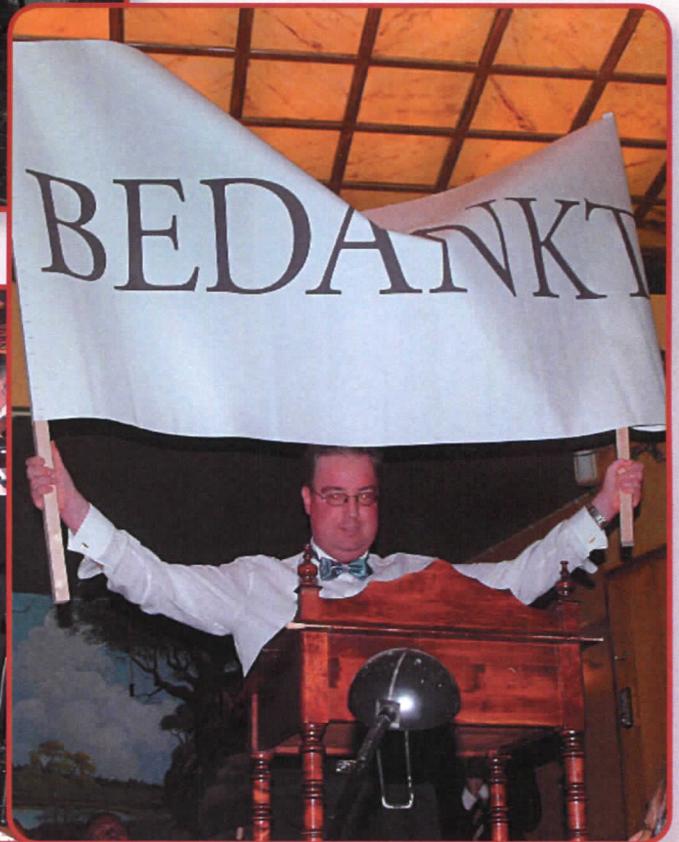
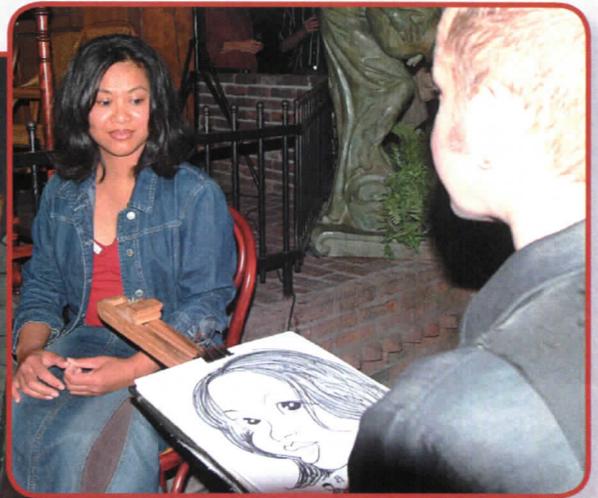
was to smooth the way here in Oostrum and when I look back, it was a very educational time.”

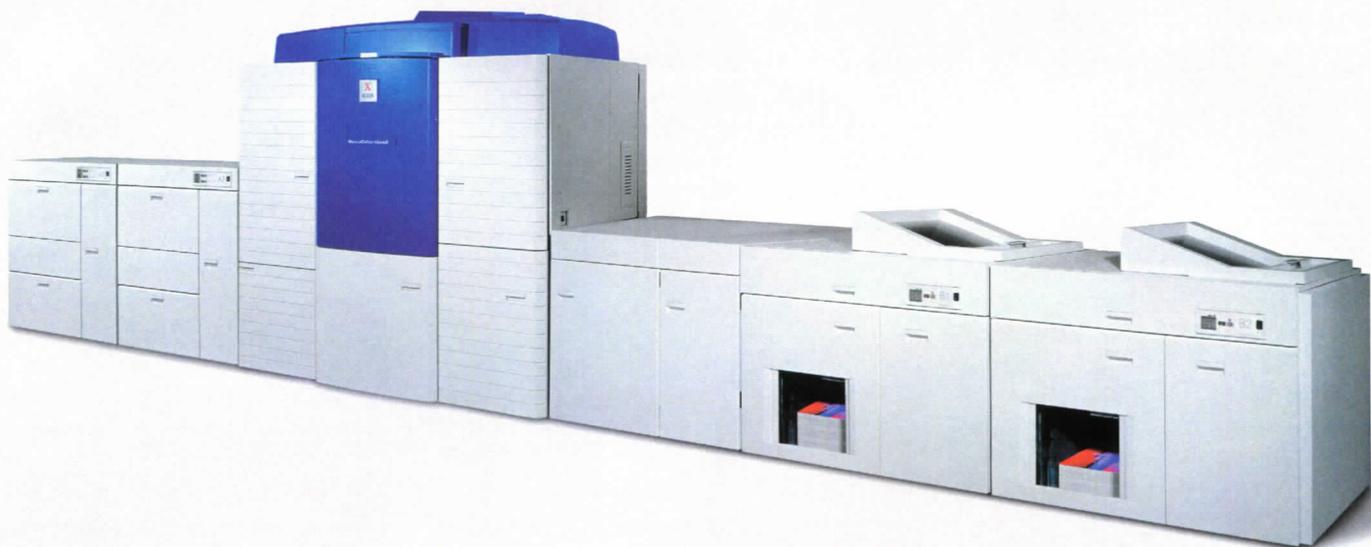
Spin off

Apart from the fact that 11i users are able to operate more efficiently, the project has also produced a good spin off. Leon comments, “Within OPB we use 2 systems, Oracle and QAD, with manufacturing and purchasing included in the latter. The aim is to include QAD in the 11i system, which should happen next year. In practice this means that communication with Frans Maas should go from 2 systems down to 1 in order to be completely efficient and of course Lester and I will have another big job ahead of us.” Lester adds, “But at least we know how to do it.”

Site Party Xerox Venray 2003 offered something for everybody

The organizing committee, Ingrid Renjaan, Ton Wijnhoven, Wim van Meurs, Hanneke Hermans and Gonny Sniijders, can look back at the Xerox Venray site party with pride together with the hundreds of Venray people who visited the event at Pandoer in Asten-Heusden. The programme offered something for everybody. As pictures can speak louder than words, M&SC hereby gives you, with great pleasure, a photo report.





Interview with...

Fell in love, got married:

To Carol Ann, expecting first baby in November.

Education:

Degree in Electronic Engineering from Dublin City University & APICS Certified.

Position:

M&SC and Office Europe IM Manager.

Company History:

Joined Xerox in 1999 as IM Manager in Dundalk. Took on M&SC IM Manager role in 2000 and Dundalk Software Development Team in 2003. Currently based in Bourne End working as the Office Europe IM Manager in addition to these roles. Previously with Motorola and Andersen Consulting

Hobbies:

Gaelic football and soccer. Toggling out less than usual and spending more time coaching and managing the local Gaelic football club.

How I feel on Monday mornings:

Half asleep on the 6.40 a.m. flight to Heathrow. Generally all set for the week ahead!!

Character:

Easy going and approachable.

I hate:

People who moan and don't try to make a difference or get involved.

Favourite wish:

Win the Lotto and my home county Louth, to win the All Ireland Championship. There is probably more chance of winning the Lotto than Louth winning the all Ireland and I hardly ever buy a Lotto ticket!

My motto:

What's for you won't pass you by

At Xerox, I would like to walk for a day in the shoes of:

Somebody from Service to see our products in action.

Favourite food:

Indian or Thai.

For me, Xerox is:

A company with a great tradition and history that provides a challenging environment to work in.



Colm Gartlan

Age 34

Holiday country:

Italy for the weather, history, sites, people, food.
Donegal for its beaches, peace and quiet.

Most recent book or film:

Veronica Guerin the movie. Laptop Dancing and the Nanny-goat Mumbo, by Tom Humphries (a sporting review of 2002)

What should they do a bit more of at Xerox:

Emphasise, publicise and celebrate team successes.

Interview with... Paul Mason



Fell in love, got engaged, got married:

Married to Carol for 23 years. 2 children, Laura (18) at Worcester University studying psychology & sociology and Stuart (15) studying GCSE's at Dene Magna School.

Education:

Higher National Certificate in Electronics and a Full National Certificate in Mechanical Engineering.

Position:

Technician within the Asset Recycling Centre (ARC) at Mitcheldean.

Company History:

Joined in 1975 as a technical apprentice. Worked in a variety of technical and quality roles across a range of assembly operations. Currently involved with quality assurance within ARC.

Hobbies:

Local history (Royal Forest of Dean), writing historical books and most

sports. I am the chairman of my local rugby club at Drybrook. I also collect "ephemera" which is collecting items that go out of date for example old postcards, cigarette packet cards.

How I feel on Monday mornings:

Ready for any opportunity or challenge.

Character:

Reliable and shrewd.

I hate:

Political correctness.

Favourite wish:

To open the batting at cricket for England, together with Geoff Boycott.

My Motto:

Be polite and helpful.

At Xerox, I would like to walk for a day in the shoes of:

An individual who has the authority to make a difference.

Favourite food:

Anything Italian or a good old English roast dinner.

For me, Xerox is:

Quality. We should make more of our reputation.

Holiday country:

Scotland or Italy.

Most recent book or film:

The Fall of Berlin by Antony Beevor

What should they do a bit more in Xerox:

Recognise people's skills and abilities and move them into appropriated roles.

My motto:

Treat people, as you want to be treated.

At Xerox, I would like to walk for a day in the shoes of:

I would not know.

Favourite food:

Indonesian, Greek, Italian, etc.

For me, Xerox is:

A piece of my life, which I enjoy.

Holiday country:

Nowhere specific so long as it is beautiful and warm.

Most recent book or film:

The Ring.

What they should do a bit more at Xerox:

Listen better to the people on the shop floor. They often have the best ideas, but we should not just listen and should follow up on what we hear.

Ruud Blaaupot



Age:

47 years young.

Address:

In the big city, Venray in Holland.

In Love, Engaged, Married:

In love with May. I have two beautiful daughters of 27 and 25, of which the youngest, finally came back to our cosy home again, after a 10 month holiday in Australia.

Education:

After successfully concluding 7 years of theoretical education, it was time to put knowledge into practice at Xerox.

Position:

Supervisor Returns, Equipment Fulfilment Operations.

Company History:

I have been working for Xerox since 1974 and I have held several positions. Since 2000, I have worked at EFO in Oostrum.

Hobbies:

To go on holiday as often as possible, preferably to far off countries and when not on holiday, I am a board member of the Xerox Venray Staff Association.

How I feel on Monday mornings:

Tired from the weekend.

Character:

Calm, (too) patient and always ready to help.

I hate:

Lying and cheating.

Favourite wish:

To travel through South Africa and New Zealand and stay in a tent.

Managing the risk

XV Working Conditions and Environmental teams also on a higher plan

For a while now, working conditions and environmental teams within Xerox Venray have been functioning at an operational level. Nevertheless SDU works continuously to improve safety issues. As a result, the amount of recorded incidents has dramatically decreased. According to the Manager Working Conditions, Environmental and Safety, Rob Smeets, the blue print for the foundation of SDU's safety theory can now be put into practice in other areas of the company. In April, June and August, three incidents occurred at Venray, varying from a cut finger to concussion. "These incidents," says Rob Smeets, "underline the importance of such a team for the whole site. In this respect we are making people look more closely at safety aspects. The common factor was that employees had very little safety experience. We have therefore set up a working conditions and environmental team which includes managers from all departments. Thereby we hope to highlight the possible risks so that the employees can prevent incidents occurring". During the last week of October it is once again European safety week and the topic this year is working with dangerous chemicals. Venray employees will hear more about this via the Xerox magazine.

Everyone benefits from our 'zero injury' policy. Mitcheldean, like every part of Xerox, makes great efforts to improve safety, but Fuser Business Centre's special contribution to improved safety has been achieved not only by developing a safety culture, but also by a rigorous assessment of risk that takes a total view of all the factors that affect safety.

The recent recognition of FBC's contribution by an M&SC Safety Award rewards the determination of the cross-functional team of engineers, managers and operators. The team examined more than 60 processes and identified more than 100 direct and indirect actions as part of the new safety process to reduce risk throughout all operations in FBC.

"When we started on this task," says Mitcheldean's EH&S manager Dave Bufton, "we were all surprised by the opportunities for injury in our routine daily tasks. Of course, we had previously assessed equipment risks and process risks, but our new 360° view, which meant following our work team members' actions throughout their

Risk Assessment team members (from the left): Tony McNally, Steve Hodder, John Davies, Nigel Marshall and Chris Barnard.



daily work, really opened our eyes to potential risks we had missed. Many of these risks would not have been visible unless we had considered the whole of the interaction between people and their working environment. This 'holistic' view is essential if we are to make continued progress towards 'zero injury'."

FBC's groundbreaking work on risk assessment has already been recognised by the British Standards Institution (BSI), who consider FBC to be 'benchmark' in the UK, and already satisfy the requirements for accreditation to the new ISO 18001 (OH-SAS) global safety standard.

Dundalk Environmental Health & Safety

2003 has been an exciting year for EH&S and our success within the Corporate Award Programmes, along with internal initiatives, have produced some major achievements for Dundalk. Key achievements have included 5 Earth Awards, saving a total of \$430,000 and 115,000 Kg of landfill, 1 Safety Award and 2 Honourable mentions, a NISO Award (National Irish Safety Organisation) and a recertification of ISO 14001. To date in 2003, there have been no Days Away From Work (DAFW) and one Recordable Injury (TRI) on site, overall a significant improvement on 2002. The PSG and Electronics businesses have achieved zero incidents in TRI & DAFW in 2003, and reached the significant milestone of over 1,000,000 working hours without an incident.

Additional safety programmes have been introduced to improve awareness and accountability including weekly H&S reminders on best working practices, refresher training on manual and chemical handling and emergency response training.

Within the Environment we have conducted refresher training for all employees and increased the percentage of recycled material by 4% YTD. A number of new initiatives to increase this further are currently being evaluated, including the potential to use waste toner as an additive to manufacture concrete within the construction business.

Paul Weaver, ARC, Mitcheldean

Meeting the two-wheel challenge

Paul Weaver, Asset Recycling Centre (ARC), Mitcheldean, enjoys cycling; cycling to work, cycling at weekends, and taking the occasional really tough cycling challenge.

Paul's latest challenge was a 700 km route through the Pyrenees, to raise more than £800 for local charity, The James Hopkins Trust. All the money raised by Paul will go to funding nursing respite care for young sick children throughout Gloucestershire, UK.

"Cycling these kinds of distances," says Paul, "means that you have to be really fit. It's very good in the summer on a fine, sunny day, and not so wonderful on a damp winter morning!"

The local Forest of Dean, while not so high as the Pyrenees, does offer a multitude of steep hills, and one of Paul's toughest

daily challenges is leaving work at Mitcheldean to be faced by a 155 metre climb up Plump Hill to Cinderford. However, his Pyrenean ride was altogether on a different scale. The five-day event involved not only covering at least 200 km a day, but also included climbs totalling 1,400 metres in height. This meant training runs of up to six hours every weekend for three months to prepare for more than 25 hours actual 'saddle time' in the Pyrenean challenge.

When he's not cycling, Paul enjoys his work as a Technician in ARC, working on



Silverstone and Hodaka remanufacture. He reckons it has one major advantage for a cyclist, since it gives him a set of very good mechanical skills to help on those occasions when 'a quick tyre change or gear refurbishment is required on the road.

Great improvements in Order to Despatch lead-time performance

As a business, PSG in Dundalk have focused on the M&SC objective of providing a highly predictable, fast and flexible service to our customers.

A key performance indicator is order to despatch (OTD) lead time versus published lead time. OTD lead time is the length of time from receipt of an order to the date of its despatch. A published lead time is the length of time that we have committed to our customer to despatch within. At the start of 2003, we examined our past performance to understand the restraining forces and also tasked the business to improve the results in this key area.

In 2002 one of our key business metrics was service level based on shipping to commit dates and PSG Dundalk achieved

an impressive result of 99%. However, when we looked back at last years OTD lead time performance, our result was 55%. As a result of customer feedback, we identified this as a great opportunity for improvement in 2003. In the first 7 months of 2003 we have made excellent progress and achieved 94% OTD lead time versus published lead time.

The key contributors to this remarkable improvement are:

- Change in focus to published lead time achievement and introduced as a key metric for business.



From the left: Laura McCoy, Derek Hodgers, Ronan Healy and Paul Meade.

- Increased vanilla configurations.
- Use of Lean Six Sigma tools.
- Enhanced internal and external communications.
- Weekly performance review.
- Improvement in processes and scheduling.
- Excellent teamwork.

This enhanced performance has been recognised and appreciated by our customers and the drive to improve this performance continues passionately within the Dundalk PSG business.

SDU Operators followed a maintenance training course

'Our work is now more challenging'

At Xerox Venray there has been a strict division between what an operator may do and what should be left to the engineers, however 8 operators from the Supplies Delivery Unit (SDU) have now completed a maintenance course. As a result of the course they are able to carry out minor repairs and solve breakdowns.

Operator Sjaak Adriaanssen is enthusiastic: "The course comprised of 9 sessions, lasting between two and five hours on a Thursday afternoon. We were instructed in the theory and the working of the machines that we dealt with and the safety aspects of repair and maintenance. Ger Huiskes, a teacher at the Regional Training Centre in Cuijk taught the theory, whilst Theo Versteegen and Rene Jacobs, two of our engineers, gave the practical lessons. I followed the course with pleasure and my work has since become much more challenging".

Thinking Together

Plant manager Jos Bronneberg can also only see advantages: "You can already see the benefits this course has brought

about, particularly at the beginning and the end of processes. Everything now runs more smoothly. There used to be a definite division of responsibilities between operators and engineers and if something went wrong, the engineers had to fix the problem. This took away a certain amount of the operator's responsibility and we believed it would be useful to change this situation. By means of the maintenance training course we have realised our goal. It is obvious that operators are taking more responsibility for their machines. As operators now understand the mechanics of the machines better, they can keep a closer eye on possible problems. They are also more diligent with preventative maintenance. Moreover the operators



Henk van Lierop (left) and Sjaak Adriaanssen.

are more motivated when thinking and working together with engineers when analysing breakdowns, a slightly more difficult task".

Future

Senior Operator Henk van Lierop says, "In the past we would sometimes have a long wait for technical help, as engineers were busy with other tasks. The operators can now solve these problems themselves which is a major advantage. Problems that can only be dealt with by engineers are now solved much more quickly as operators are able to solve the less complicated problems. There is also another important advantage for operators. As a result of this maintenance course, operators now have the possibility of broadening their work load and advancing further in their career."

On the question of how the engineers feel about this initiative, Bronneberg says, "They are very positive about this training. Together with the trainer, they have designed the course and have given the practical training to the operators. Now the engineers can concentrate on the bigger problems, which is also a challenge for them."



Learn with Xerox

However happy we are with our working lives, most of us could find room for improvement somewhere, be it increased opportunities or more daily work satisfaction. The best route to an enhanced working life is through education and learning, and many of you would like more.



The Employee Engagement survey revealed that many people in XM&SC feel there is a need for more information on the skills needed for specific jobs, how to improve their existing skills, and achieve a better learning environment. In response to this Xerox has strengthened its already strong commitment to education and learning throughout the business. In line with other organisations in Europe, M&SC is in the process of implementing the XE Education and Learning Policy



Everyone recognises the importance of learning and development. It benefits the employee, raises the competence of Xerox Corporation as a whole, and ultimately helps managers to achieve their objectives; in other words, win, win, win. To achieve these benefits the three-way partnership between Xerox, its employees and managers has been strengthened to improve learning opportunities for everyone.

As Anne Mulcahy says, "A company's success depends upon a talented, motivated group of people aligned around a set of common goals. The need to develop our people is seen as a key activity for Xerox, and one of our 2003 corporate priorities is to energise our people and live our core values."

The new policy focuses on helping managers to support their people in learning and education, put their responsibilities in this area into practice, and overcome any obstacles to learning. Some of these obstacles arise from basic uncertainties:

1. What skills do I need?
2. Have I the right skills and ability?
3. What learning actions do I need to take?
4. How well did I do as a result of my learning & development actions?

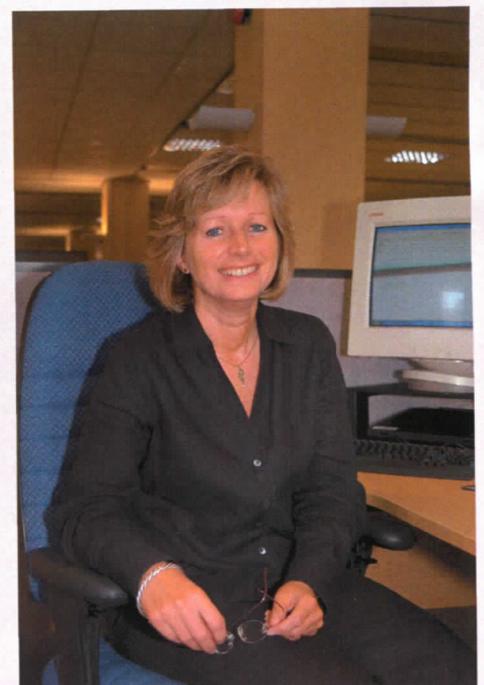
Most of the answers to these questions flow from the Performance Excellence Process (PEP). The manager and the employee can jointly review the job requirements to determine levels of competence, which will answer question 1. A discussion about an individual's current qualifications and skills, and what gaps there may be, will answer question 2. These answers can then be compared with the Performance Excellence objectives to decide which learning and development actions need to be taken to benefit the employee's career and meet the requirements of Xerox.

In line with the PEP, the new policy provides for a regular review to help build a

Personal Development plan for everyone. It helps to establish timeframes, plan regular reviews and organise support from every manager in terms of coaching, counselling and mentoring to meet employees' needs.

Talk to your manager to get the ball rolling. We are all committed to learning and education throughout the business, so make sure you win your own personal benefits.

Jill Bennett



'A fun place to do great work'



From the left:
Jim Stewart, Pauline McAleer and Pat McShane at the
Hawaiian BBQ.

was a notable military theme; some hats were lost beneath detailed airplanes, tanks and enormous war ships. Pretty little birds' nests were also a favourite, although the overall winner was chosen because of the ingenuity applied in creating a colourful hat out of Toner! Other events on the day included an egg hunt in the plant and an extended lunch break.

BBQ

The fun team was back in full force for the summer holidays. The Toner plant didn't have a shut down this summer, so in order to generate a little holiday spirit, a Hawaiian BBQ was devised by the team. The BBQ on 13th August was the culmination of the Funny Holiday Photo competition. Employees were asked to submit funny photos from previous holidays and everyone had an opportunity to vote for the best photo. The calibre of the photos has raised a number of questions about the kind of people we are employing in the Toner Plant! Many employees got into the spirit of the event by dressing up in Hawaiian shirts, shorts and even the odd sarong. By far the most innovative and colourful costume was the grass skirt and matching hat made out of dust cloths covered in toner. The event was a welcome respite from an exceptionally busy month in the Toner Plant.

If you pay a visit to the Xerox Technology Park, Dundalk in the near future, don't be surprised if you come across a Hawaiian BBQ or even a duck hunt!

The Xerox Fun Teams have undertaken the difficult task of bringing some fun back into the plant, by any means necessary.

The Colour Toner Fun Team was founded in Q1 of this year and has since afforded Toner employees many opportunities to dress up, be creative and generally have fun. Believe it or not, the fun team doesn't do this for sadistic reasons but to achieve their overall purpose: to bring a little fun into the working day.

Egg hunt

The fun team launched their 2003 programme of events on 17th April with an Easter celebration. Toner team members were challenged to decorate their bump caps (hard hats) and participate in their very own Easter Bonnet Parade. The turnout was impressive, with some genuine works of art appearing on the day. There



The fun team have an array of events planned before the end of the year, and now PSG are getting in on the act by setting up their own fun team. The members of the PSG team are Dave Gernon, Grainne Kerk, Tracy Kenright, Matt Walsh and Andrea O'Rouke. The members of the Toner team are Nicola Patten, Sandra Grimes, Pauline Mc Leer, Mark Heffernan and Graham Mills.

Building

Just like many of you, I have also been on holiday together with my wife and children. An active, but relaxing time was had in Denmark. Naturally we visited Legoland and not just for the kids, as I also enjoy building.

When I look back on this visit, it seems that what Legoland has accomplished is not much different to how we in M&SC are also able to build great things.

What do you need to achieve a goal? An idea, tools, material and last but not least, people. Lets start with the first necessity, the idea. Put into Xerox terminology 'customer focus' or in general English - put yourselves in the client's shoes. The tools needed to realise this idea comprise of knowledge and practical skills, which result from experience and training (think of Xerox Lean Six Sigma). The material is just like Legoland building blocks, many different colours and sizes. It is true they vary considerably, but are still basically the same, fast, predictable and flexible...

The best part about it is that using the same blocks you can build different things. This is very useful as it means you do not have to write a new procedure for each client. The range of possibilities offered by the blocks, fast predictable and flexible allows us to have a basic procedure for clients, but still enables us to treat the clients individually.

If we announce that we want to build and that we are quick, flexible and predictable, then we can build that building. In order to make it possible we have to continue investing in our people. Therefore Human Attention Management is one of the most important rooms being built at Xerox's house.

My family and I were very enthusiastic about all of the Legoland attractions and buildings. I am sure the Xerox family will also look back with satisfaction on the work and realisation of a joint building.

Paul Hermans



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