XEROX

Information Services Newsletter

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Volume V Number 4

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Systems And Data Processing Re-Organization Issue

April, 1972

Editor's Note:

The recent reorganization included singificant realignments of System and Data Processing functions.

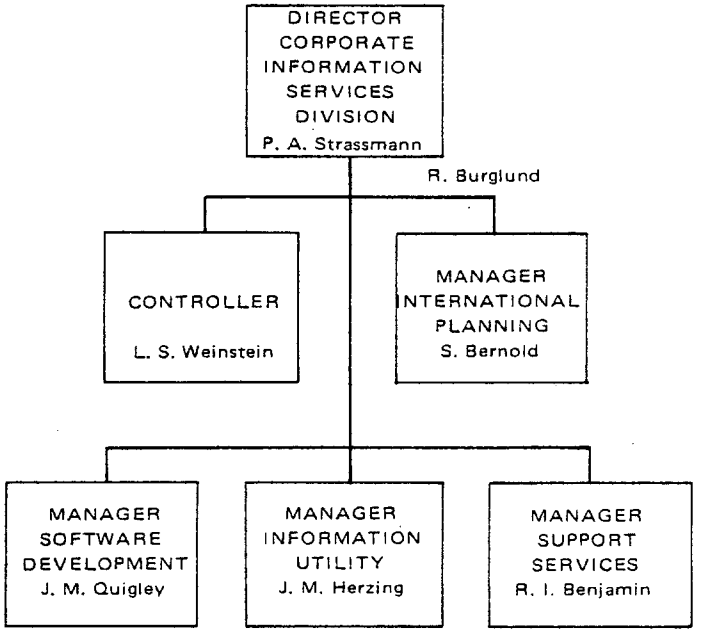
The objective of this special issue is to present a comprehensive look at the current System and Data Processing organization structure – goals – key people involved – and how they will interface with other Xerox organizations.

We have included all data made available to us at "press" time. If any S&DP group has been inadvertently omitted – please notify us and we will provide coverage in a subsequent issue.

Correction:

Dave Brown has been appointed Manager of Systems for the Business Development Group. This information was received too late to include an organization chart, goals and responsibilities for his group.

AN INTRODUCTION TO CORPORATE INFORMATION SERVICES DIVISION (CISD)



IMMEDIATE TASKS FOR CISD

by Paul A. Strassmann

As stated in Ray Hay's announcement of March 7th, the primary reason for forming CISD was to:

"accelerate internal information systems progress and increase the level of software and computer technology in use throughout Xerox. . ."

The underlying assumption is the idea that organization specialization is necessary at this time to achieve the desired result. I would like to use this article to convey to you what I see as the essential and immediate tasks that must be accomplished by all of us to achieve the goals that have been set for all systems people within Xerox, whether they are within CISD or remain with functional users. In a sequel to this article, I will try to outline some of our longer range objectives.

What Are We Trying To Fix?

I believe that implementation of computer systems has been gradually emerging from what we may consider as the primitive "art" stage of development. Right now our systems are born through a highly individualized, non-standard, and art-like process which attempts to match user systems needs with technical programming designs. Somehow, out of this process emerges a creation of personal craftsmanship which is a tribute to a few individuals, in a unique way. We can compare this experience to methods used about a century ago in the production of some of the early industrial tools.

From industrial history we know, however, that progress has been achieved ultimately through increased specialization, standardization, and a gradual articulation of more generalized disciplines which make it possible to combine highly engineered components into larger assemblies and ultimately into factory complexes. I believe that an analogous development is now technologically essential not only to improve our ability to generate new application software efficiently, but also specifically in Xerox, to effectively respond to the needs of our units for better, more reliable, and more timely information. We must learn how to organize the necessary resources for larger and technologically more complex projects. This calls for increased specialization.

We have arrived at a point in time where it is now inconceivable for a limited project application team to be wholly self-sufficient in developing a completely new and complex application which requires that trade-off decisions between user costs, development costs, operating costs, and subsequent maintenance costs be made reasonably well. As a matter of fact, exclusive project orientation is bound to result in a highly fractionated data base (with an ensuing low reliability) as well as subsequent excessive maintenance costs.

To become more efficient in the delivery of new computer systems to Xerox users it is essential that a fairly large segment of our systems and programming people re-direct their sense of values and priorities towards greater specialization and increased technical competence. I think that in the next few years a number of individuals will increase their value to the Corporation (and to themselves) by focusing their energies into acquisition of a high degree of skill and then learning to apply their know-how on an ever broadening set of problems, regardless of organizational or geographic boundaries.

Such specialization and concentration of know-how should not be viewed necessarily as a quest for narrow expertise. If we overdo it, we could easily end up with an agglomeration of staff specialists critiquing every conceivable aspect of our activities, with no substantive work actually being generated anywhere -- in other words, a perfect case of a perfect bureaucracy. The important issue then is not "professionalization", but a pursuit of excellence in performance of a given set of tasks. This can only be achieved by an individual who is willing to devote the necessary training time to acquire experience in depth rather than superficially as a general purpose "manager". Whether this experience is in operation systems, telecommunications, simulation, clerical methods or field procedures -- just to mention a few discrete areas of specialized competence -- is not really relevant. All of these are essential for the proper functioning of Xerox.

The reward would be forthcoming to those individuals who have had the patience to learn from a small number of repeated failures, or a limited number of mistakes, until they have achieved a level of confidence that goes with mastering a discipline.

Our efforts will be concentrated on the task of upgrading personal performance and the performance of our systems. We need clear cut confidence and a perception of leadership in our field. The newly announced organizational concept as it applies to the systems and programming functions in Xerox makes sense only when it is understood as a dedication on the part of our top executive management that Xerox shall possess, without any doubt, the finest example of effective use of modern information technologies. In other words, "architecture of information" becomes synonymous with managerial and technical excellence to harness all information technologies in the service of an organization.

Management Style

The greatest danger in specialization is an excessive pre-occupation with analysis and an inadequate orientation with action that delivers results. We need to develop a management style that will be biased in favor of action, but not to an overwhelming extent. This brings us squarely to the question of organization. Who really runs the show? Whose judgment should really count?

I think that the success of systems activities in Xerox in the next few years will be mostly dependent on the morale and motivation of our first line supervisory management. By this I mean those individuals who are exercising control over a group organized to perform a discrete task. A Shift Supervisor in a computer center is a first line supervisor. So is a Program Manager, or a Programming Maintenance Manager for Regional Systems, a manager responsible for XOS software, or a Manager responsible for all Training and Education in Rochester. In our initial organization of about 680 people in CISD, I estimate that we may have between 50 to 80 individuals who will be thus designated. In the User organization we may find another 30 or 40. These then are the individuals who will run the systems function in Xerox, because it will be their day-to-day interaction with their respective teams that will determine the extent to which individuals will perceive in a tangible way whether the statements made higher up the organization ladder possess credibility and substance.

I know of no assignment more important to the lasting success of information systems activities in Xerox than the mobilization of all of the creative faculties and initiative of our first line supervisors. There is no greater loyalty to be obtained than their complete dedication to the job to be done. Consequently, I view all jobs above this critical "first line" as consisting essentially of coordination and cross-communication so that the essential work can be carried out where it really matters and where it is executed -- on the front line.

To this end we will have to clearly define the responsibility and accountability of our first line managers. It is essential that we make it possible for our first line managers to re-assert their posture as managers, not individuals who merely carry messages handed down from above. This means that we will have to return increased control to our first line managers for personnel matters, for quality control of work output of individual team members, for procedural innovation, for schedule commitments and all other matters relevant to the team's output. I am sure that all of these mechanisms are not currently in place to the degree that these concepts dictate. Much of our organizational effort in the next few weeks and months will be devoted to putting into effect new relationships which will place more managerial decisions into the hands of about 100 first line managers, rather than reinforcing operational decision-making by individuals located higher up in the organizational pyramid.

Personal Goals

It will be a while before our systems people will sort out for themselves the true significance of the act that created CISD. I have heard many speculations about the impact of this latest organization change on the perceived personal goals and on the career path aspirations which invariably accompany major organizational realignment in Xerox.

For instance: Is it better to stay with a User in Project Management or move over to CISD into technical planning? Is a move out of Systems now achieved through an evening course in Accounting, or does the safer path lead one to take a long overdue refresher course on telecommunications systems design?

I hope that most knowledgeable people will recognize that there really are no simple and general answers to questions such as these. Career path planning has been and will continue to be a highly personal matter.

Individual competence and personal excellence will continue to be the sole principal criteria for determining advancement opportunities in Xerox and in the Information Systems function. However, we have now for the first time a fairly uniform schematic diagram outlining the career paths of systems people throughout Xerox. In the next few months we will be devoting large amounts of energy to making an assessment of our human resources using the "Management Resources" review process in combination with the career plan outline. We hope to arrive at a reasonably consistent set of evaluations using essentially identical rules for all information systems people, regardless of organizational location. This approach should provide individuals with a maximum set of options for direction in their future development -- taking into consideration their highly personal sets of motivations and capabilities.

Let me note that our existing skill mix, as well as the existing occupational preferences of our present employees, will probably be considerably out of phase with the specific talent needs which I can see ahead as we tool up to meet new and heavy challenges in the immediate future. You may have already noticed that the structure and organization of CISD and of the various key new User groups was motivated by an over-riding desire to achieve the best possible fit between available talent and new needs.

We have tried to take our best people and place them wherever their particular capabilities could be most effectively utilized on resolution of immediate problems, while at the same time designing all of the jobs in such a way that everyone must stretch and reach quite a bit in their new assignments.

In the long run we will not always be able to do this -- especially as the demands on our various staffs escalate in complexity. For this reason I see as our next most important concern the job of building people to grow into positions for which they are not yet ready and may not be ready for some time to come. This means that for the first time we will have to do long range skills and long range personnel resources development planning on a more structured basis than is currently the case. I am not sure that we know as yet how to do such a difficult planning job on account of the many uncertainties which will influence the outcome of any plans we may lay down initially But, I am afraid that we do not have much of a choice regarding this matter because the need for new skills and capabilities is upon us today and we are, in fact, making our long range resource development decisions every day as we move people from assignment to assignment, or, from one educational experience to another. We are, therefore, dedicated to help everyone to better align their personal goals with those of Xerox Information Services by making the Company's planning assumptions much more explicit and better known to everyone. I trust that we will be able to engage everyone in this demanding experiment and thus raise the entire Information Services function to new levels of accomplishment.

Biography:

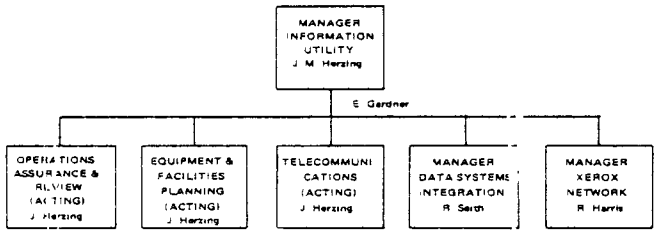
Paul A. Strassmann - Director of Information Services

Paul A. Strassmann is corporate Director of Information Services, Xerox Corporation. He is responsible for information systems, methods and procedures, and management sciences throughout the company.

Before joining Xerox in 1969, Mr. Strassmann was corporate Director of Systems and Procedures for the Kraftco Corporation. He had previously held positions at the General Food Corporation as Manager of Computer Systems and Manager of Advanced Systems Development.

Mr. Strassmann earned an engineering degree from Cooper Union and an M.S. in Industrial Management from the Massachusetts Institute of Technology. He is currently serving as Chairman of the Finance Committee of the Association for Computing Machinery, on the Certification Council of the Data Processing Management Association, and on the Planning Council of the American Management Association.

INFORMATION UTILITY



The Information Utility has been established to achieve the following broad objectives:

- Operate and maintain the Xerox computer network.
- Establish and maintain an equipment selection and facilities planning group to support the Corporation.
- Develop implementation plans for conversion of non-Xerox computers to Sigma equipment.
- Monitor and approve all systems design for operations technical assurance.
- Operate and maintain the Xerox telecommunications network.

To achieve these objectives, the following operating units have been established:

Xerox Network

Operate and maintain the Xerox computer network in

the most cost effective and utility service oriented manner, providing users a full array of computer and other hardware services to facilitate accomplishment of their respective responsibilities and, in turn, the goals and objectives of Xerox Corporation.

Equipment and Facilities Planning

Develop or evaluate all Xerox proposals and requests for data processing equipment installations, removals, or changes to ensure maximum effectiveness within defined parameters of capacity and price/performance. Plan, develop and implement equipment and facility plans consistent with Corporate short and long range plans.

Data Systems Integration

Develop responsive and result-oriented implementation plans for conversion of non-Xerox computers and related equipment to Sigma equipment wherever practical and keeping in mind the price/performance characteristics and showcase installation and use of Sigma equipment to enhance Xerox Corporation's computer-marketing image.

Operations Assurance and Review

Monitor the systems development and maintenance activity to ensure design of systems which will provide high service levels and responsiveness to users needs as viewed from an operational standpoint.

Telecommunications

Operate and maintain the Xerox telecommunication network to assure rapid transmission of administrative traffic and computer-related data. On-line inquiry capability and network tie-in of all computers and related devices will be designed so as to service all computer and terminal locations, with emergency back-up in case any parts of the Xerox network are down.

Biographies:

John M. Herzing - Mgr., Information Utility

Mr. Herzing joined Xerox as Systems & Data Processing Controller in 1970 and became Manager of Group Information Systems Office in 1971.

He is associated with numerous professional societies concerned with systems, programming and computer activites.

He is a graduate of Pennsylvania State University and has taken graduate studies in Industrial Management and Business Administration at the University of Pittsburgh and University of Delaware.

Richard D. Harris - Mgr., Xerox Network

Mr. Harris has headed the Performance Assurance Group of Corporate Internal Audit for the past 2½ years. In this position, he was responsible for independent appraisals of information systems development and operations activities in all U.S. divisions of Xerox. Recently, his responsibilities had been expanded to include Rank Xerox and XLAD Data Centers.

Prior to coming to Xerox, Mr. Harris was head of the systems Management and Computer Service Departments at the Department of Defense Computer Institute, where he applied his previous Logistics, Tactical Information Systems, and Data Center Management experience to a variety of consulting, policy formulation, and executive educational purposes.

He was awarded Bachelor's degrees in American Institutions and Engineering Electronics at the University of Wisconsin and U.S. Post Graduate School, respectively, and a Master's degree in the Technology of Management from the American University.

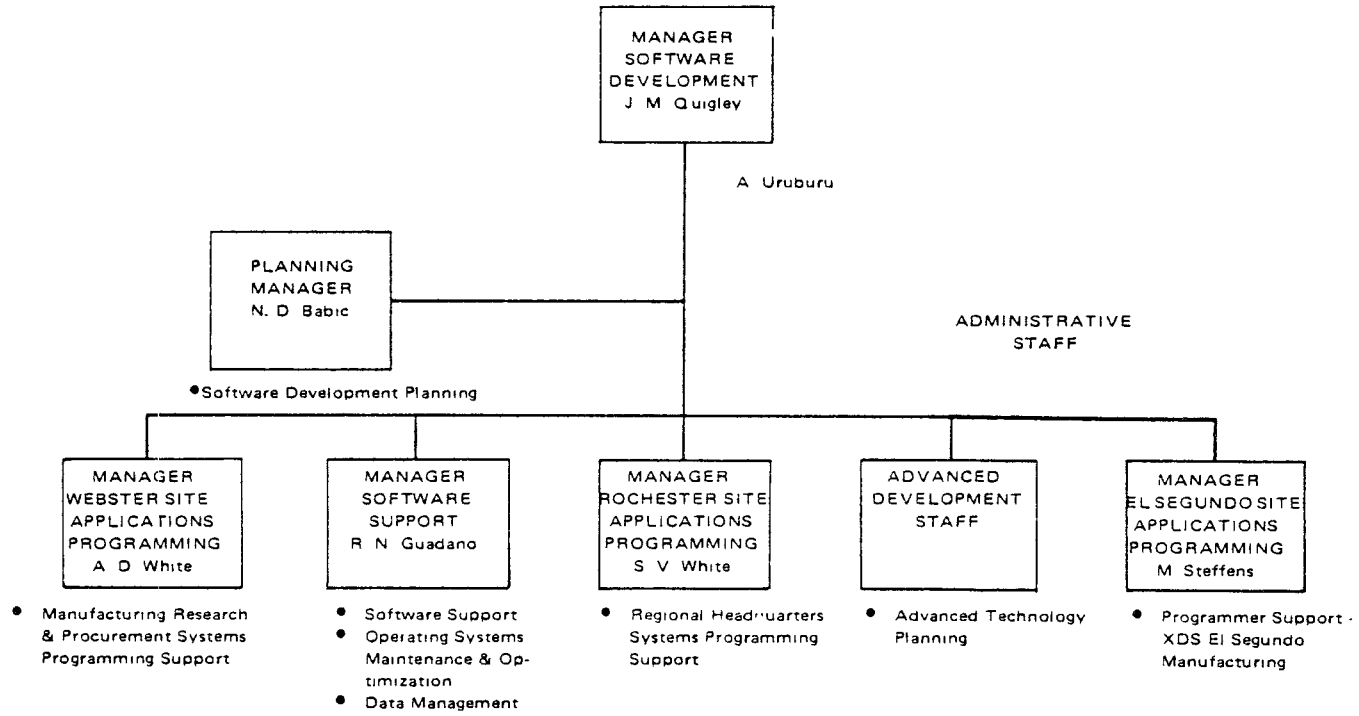
He is current Program Director for the Rochester Chapter, Data Processing Management Association.

Roger D. Seith - Mgr., Data Systems Integration

Mr. Seith joined Xerox in 1964 and has held managerial positions in the financial and systems organization. He has worked for Xerox Data Systems for the last two years, planning and managing the conversion to Xerox Data Systems computers throughout Xerox.

He has a bachelor's degree from Rennselaer Polytechnic Institute in Management Engineering.

SOFTWARE DEVELOPMENT



The Manager of Software Development is responsible for providing systems engineering and programming services to Xerox operating units. He will provide quality software, developed to specifications supplied by operating units, delivered within agreed upon time frames.

To achieve these goals, responsibilities have been assigned as follows:

Design and program computer applications according to operating unit specifications.

Develop and maintain systems software to support the applications programming and operating environment

Maintain efficient methods of communicating and interfacing with operating units.

Institute a system of planning, measurement and control which assures operating units conformance to specifications and on-time delivery.

Develop a highly-qualified systems engineering and programming staff through a continuing program of education, selective recruitment and personnel performance evaluation.

Reduce costs of systems development and maintenance through the adoption of improved technologies and improved internal disciplines.

Develop technical competence in areas of future company need where this competence does not now exist.

Philosophy Of Operation

Xerox has acted to meet the challenges that lie ahead in our computer and imaging technologies The formation of the Information Systems Division strikingly emphasizes the criticality and importance of Xerox people resources in the computer and information sciences areas of knowledge. The role of Software Development will be one of wide scope and impact, ranging from the day to day problems of keeping systems operational, to developing major new information systems needed by our changing business environment.

Software Development is responsible for providing high quality systems engineering and programming services to Xerox operating units. This will require new ideas and new ways of getting our tasks completed, but Xerox people continually are at their best achieving task and communication goals in new environments. It will require inventive imagination of everyone to blend organizational boundaries to find the shortest and best paths to accomplish the tasks of improved services, improved technologies, and, most important, to improve the value of information systems to the Xerox Corporation.

Biographies

Joseph M. Quigley - Mgr., Software Development

As Manager of Software Development, Joseph M. Quigley is responsible for providing systems engineering and programming services to Xerox operating units. Joe joined Xerox in September, 1969 as Manager of Manufacturing Information Systems, responsible for systems design, programming and data processing for the Manufacturing Division.

Prior to his Xerox employment, he spent 13 years with IBM in systems and programming activities, including positions as manager of systems and data processing for IBM manufacturing plants in Raleigh, N.C. and Endicott, N.Y.

A graduate of Cornell University, Mr. Quigley holds a certificate in data processing from DPMA, has taught basic and advanced programming courses and has lectured on project planning and control techniques at IBM customer executive schools.

Robert N. Guadano - Mgr., Software Support

Bob joined Xerox in June, 1970 as Manager, Computer Services. Since then, he has held various management positions in the Group Information Systems Office department.

Prior to joining Xerox, he spent 2 years as Director, Management Services with Family Finance and 16½ years with United Aircraft Corporation in both Connecticut and Florida, where he was responsible for all scientific computing and commercial data processing activities.

Mr. Guadano holds B.S. and M.S. degrees in mathematics, taught Numerical Analysis at Trinity College in 1956-57, was founder and president of the ACM Palm Beach Chapter in 1960, and served on the Advisory Council of Miami-Dade Junior College from 1968-1970.

Audley D. White - Mgr., Applications Programming (Webster)

Audley White joined Xerox in 1966 as a Corporate Systems Specialist following ten years of experience in the steel industry at U.S. Steel and Pittsburgh Steel. His background at Xerox includes positions of Manager, Part Data Administration and Control; Manager, Data Processing Support Services and; Manager, Systems Architecture & Control. He holds a B.B.A. from the University of Pittsburgh and is affiliated with the local chapter of ACM. In his new assignment, Audley will be reporting to Mr. Quigley as Manager of the Webster Site Applications Programming group.

Nicholas D. Babic - Planning Manager

Nick Babic came to Xerox last November as Manager, Technical Support and Development, from System Development Corporation where he was Manager of Support Services. Nick has over sixteen years' experience in all aspects of information processing including, system software support, operating systems and compiler development, management functions, management consulting, long-range planning, marketing support and administration, programming, systems analysis, and operations. In his new assignment, Nick will be Manager, Planning for the Software Development organization.

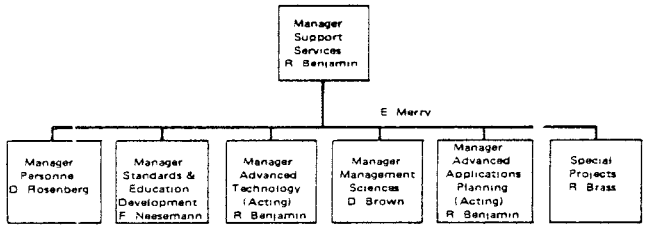
Samuel V. White - Mgr., Applications Programming (Rochester)

Sam joined Xerox six years ago as a Business Programmer. Since then, he has held positions as Manager of Software Services, Manager of Procurement Systems, and Manager of Material and Accounting Systems. He holds two degrees - Data Processing and Accounting. He is currently attending the University of Rochester

Marty Seffens - Mgr., Applications Programming (El Segundo)

Marty Seffens will be reporting to Mr. Quigley as Manager of El Segundo Site Applications Programming, a California based operation. Mr. Seffens holds a B.S. in Business Administration and is the former Manager of Financial Systems for Xerox Data Systems.

SUPPORT SERVICES



The Manager of Support Services will provide consulting service in the areas of advanced applications and technology to the Xerox Operating Units and to the Information Services Division, conduct selected research projects in these areas, and provide Education/Standards/Manpower Planning support to the Information Services Division and its users. Additionally, he will provide the impetus to increase the effectiveness of management sciences applications and promote the profitable usage of these application within the Corporate Information Services Division and other Xerox Operating Units.

To accomplish the above objectives Support Services is organized as follows:

Application Planning:

This department has the responsibility of assuring Information Services Division and Xerox Operating Unit Management that application development is on a sound basis, makes use of advanced technology, and emphasizes those areas which can contribute significantly to Xerox profitability. It will accomplish this objective by consultation and review of long range Information Systems Plans, Operating Plans, and major development projects. Additionally, in conjunction with operating unit management, it will periodically survey major application areas several years after implementation to determine how successfully the application is performing under the constantly changing business and organizational requirements.

Advanced Technology:

This department will conduct experiments in advanced technology that will improve the quality of applications and the productivity of the office environment, the computer environment, and the development staff.

This group through review of major changes in the computing environment (hardware/software and communications) and through experimental project will seek to accelerate the rate of profitable technological change in the production responsibilities within ISD. It will also promote usage of advanced Xerox technology within the computing and office environment.

Management Science:

This department's responsibility is to produce management science applications to specifications developed with the Xerox Operating Units.

It will provide Management Science consulting and the development services in the areas of advanced application for the Xerox Operating Units, and in the area of the computing environment to the ISD.

Standards/Education and Development:

This department will have two primary functions. To increase the productivity of the personnel within the Information Services Division taking into account current skills, development potential, and advances in technology. To provide the education and training support necessary to successfully implement and maintain a sound planning cycle for information systems development within Xerox.

This group's mission is to provide the skills needed by a very large information systems organization which includes system designing within the operating divisions, data center staff, and the production software and programming staffs. It also must provide necessary education to functional user departments and to Xerox management on the uses of computers and the potentials to be derived from their use.

Personnel Management:

This department will provide personnel and career guidance service to the Information Service Division and will coordinate career planning of Information System designers within the operating units.

Special Projects:

Major emphasis will be given to analysis of the system development life cycle process and the application of technology to improving the process.

Biographies:

Robert I. Benjamin - Mgr., Support Services

Mr. Benjamin joined Xerox as Manager of System Design and Technical Review for Group Information Systems Office.

He started in the computer field in 1958 with RCA's computer division and had a number of positions with them. Prior to joining Xerox he was Manager of International Systems for Kraftco Corporation.

Mr. Benjamin is a member of the ACM Curriculum Committee for Education for Management, the Editor of the Management/Data Base Section of the CACM Communications of the ACM, and the author of "Control of Information System Development", published by John Wiley. He has Bachelor Degrees in Economics and Mechanical Engineering from Wharton School, University of Pennsylvania, and Polytechnic Institute of Brooklyn, respectively.

Fred Neesemann - Mgr., Standards; Education & Personnel Development

Mr. Neesemann holds a bachelors degree in Industrial Engineering from Georgia Tech, and a Masters in Personnel Administration from George Washington. He has extensive prior experience in systems and operations, and he has held the position of Manager, Standards, Education & Personnel Development for the past year.

He is the author of the Xerox Systems Project Management Manual and is a part time instructor at RIT.

David E. Brown - Mgr., Management Sciences

Mr. Brown earned his Bachelor of Science degree in Mechanical Engineering and completed two years of graduate study in Engineering and Applied Mathematics at Cornell University. He continued graduate studies in Probability and

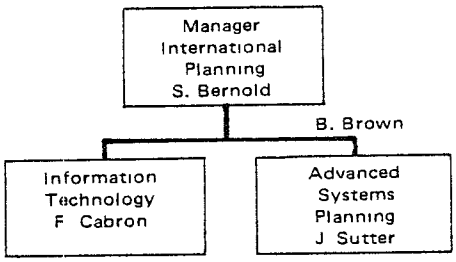
Statistics at Temple University and the University of Rochester.

He joined Xerox in 1964 as a Senior Operations Research Analyst and in 1969 was appointed Manager of Management Sciences.

Prior to Xerox, he held positions as an operations Research Analyst, and an Engineering Consultant.

He is a member of the Operations Research Society of America and the Institute of Management Sciences.

INTERNATIONAL PLANNING



The Manager of International Planning is responsible for providing support to computer systems technology development on an international scale, and for the integration of all computer systems development not included in the direct scope of CISD.

His staff (Jim Sutter and Frank Cabron) will advise and assist Xerox International Information Systems organizations and other systems organizations not in the direct scope of CISD, in --

Initiation and planning corporate-wide information systems.

Review of computer projects and equipment selection.

Review of operating plan development and execution.

Development of long-term systems strategy.

Application of advanced computer systems technology on an international scale.

Achievement of the greatest possible internal use of Xerox computer equipment.

and

Support corporate staffs and operating units in planning involving computer technology by --

Identifying technological trends and opportunities.

Participating in special projects supporting Xerox as an international laboratory for "architecture of information".

Contributing to the development and review of Corporate computer strategy.

Promoting the interchange of systems requirements, tools, and programs among all Xerox information service organizations.

Biographies:

Stan Bernold - Mgr., International Planning

Prior to joining Xerox in February, 1970, Mr. Bernold held various management positions with IBM in Marketing, Systems Engineering, and Planning.

At Xerox he has served as Systems Consultant and Manager, Information Technology at Corporate Headquarters, Stamford.

He has earned Geology degrees of B.A., M.S. and Ph.D. from Cornell and Yale University, respectively.

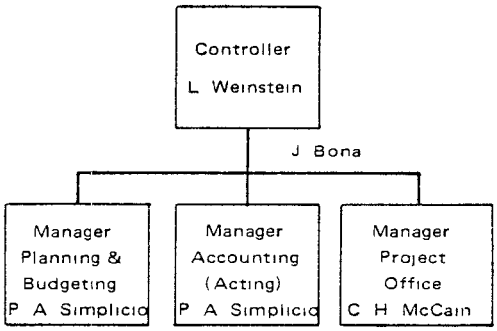
James F. Sutter - Mgr., Advanced Systems Planning

Mr. Sutter is responsible for the initiation and planning of corporate-wide information projects, such as the International Logistics Information System. Jim has been with Xerox since 1967. He has held various systems management positions in the manufacturing area, the most recent being Manager of Systems Architecture and Control. Prior to joining Xerox, Jim was Data Processing Manager for Iowa Beef Processors. He is a graduate of Notre Dame and has a M.B.A. from Marquette University.

Franklin E. Cabron - Consultant, Information Technology

Mr. Cabron is responsible for supporting Xerox organizations not in the direct scope of CISD in planning involving computer technology. These organizations include our International Systems groups and Corporate staffs. Since joining Xerox in Mid-1971, Frank has been performing computer systems design and specifications development as a member of the BPG Long Range Systems Planning Team. He has eight years prior experience at Westinghouse Electric in Computer Technical and management positions. His educational background includes a Masters Degree in Computer Science and Bachelor Degrees in Industrial Engineering and Business Administration.

CONTROLLER



The Division Controller has the responsibility for establishing the managerial and financial controls needed to administer the division. This includes both the financial controls required to meet obligations to Xerox Corporation, as well as those needed to ensure that we meet commitments to users in the Groups which we service. The goal will be to place the Corporate Information Services Division in a position comparable to a commercial facility management enterprise. We estimate a divisional manning in 1972 of 650-750 and an annualized budget of $25 to $30 million.

Planning and Budgeting, under Phil Simplicio has full responsibility for Operating Plans and Long Range Plans. Their mission includes issuing instructions, consolidation for review and approval and preparation for presentation to Corporate Staff. A significant additional responsibility is staff review of Information Systems plans for user systems organizations and other operating units, such as Canada, Xerox Education Group, Rank Xerox, and the Latin American Group. With the formation of our new division, Planning and Budgeting will take over Capital Investment Requisition Analysis and Control. Included will be approval of equipment acquisition proposals, contracts, transfer agreements,and agreements for outside services.

The Division Accounting Manager will be the focal point for control of actual expenses. Division Accounting will consolidate programming and data center charges from operating departments and prepare interdivisional charge-out documents, administer the general ledger, prepare monthly reports for Corporate Financial Services, and ensure that Xerox closing schedules are met. Divisional Accounting will authenticate all charges, and ensure that payments are made promptly. An extremely important responsibility is to interface with Internal Audit on all matter pertaining to Corporate Accounting Controls throughout the division. An Accounting Task Group, in which we are actively participating, has been established to ensure the orderly transition to the new Xerox organization structure.

The Project Office, under Chuck McCain, has the mission of ensuring that the Corporate Information Services Division meets committed milestones and budget commitments to our users. The first order of business is performance. An important responsibility is to develop and to place all development projects under phase plan control and to initiate an "early warning" system to advise Corporate Staff, Corporate Information Services Division, and user management of potential problem areas. The Project Office serves to represent the Division Controller in phase reviews and in all other aspects relating to the on-schedule and on-budget performance of development projects. Included is the responsibility for review and approval of systems proposals.

Those operational and analytical systems required to manage our Division are the responsibility of the Project Office. It is our intent to use the most up-to-date management techniques, including simulation models, exception reporting, and on-demand inquiry through terminals, to administer the Division. Through this, we plan to become the showplace for the effective use of information systems and technology for business management.

Biographies:

Laurence S. Weinstein - Division Controller

Mr. Weinstein has been with Xerox since 1969. During that time he served on the Corporate Information Systems Staff in Stamford as Program Manager, Advanced Systems Development and then as Manager, Systems Planning and Control. Prior to joining Xerox, he was with IBM for twelve years as a Systems Engineer, Systems Analyst and in various managerial positions. During the four years immediately prior to his joining Xerox, he was Application Development Manager in the IBM Advanced Administrative System, an on-line system designed to service all IBM field and headquarters locations.

He is a graduate of the Massachusetts Institute of Technology with a Bachelors and Masters degree; is a member of several honorary professional societies, and has served as a guest lecturer for the American Management Association.

Philip A. Simplicio, Jr. - Mgr., Planning & Budgeting

Mr. Simplicio joined Xerox in June, 1966. His experience at Xerox includes positions as a Senior Systems Analyst; Corporate Systems Specialist; Senior Operations Research Analyst; Mgr., Regional DP Operations Control; and Manager, Planning and Budgeting.

Prior to coming to Xerox, he had several years experience as an analyst in Financial Planning and Operations with major companies in New York City.

He has earned a B.A. degree in Political Science from Rutgers and an M.B.A. in Finance from Fairleigh Dickinson University. He has done post- graduate work at NYU in Business/Finance/Statistics.

Charles H. McCain - Mgr., Project Office

Mr. McCain has held a number of systems management positions since joining Xerox in 1966 as a systems analyst. During the past year, he was responsible for the successful conversion of BPG regional data centers to Xerox computers.

Prior to joining Xerox, he held management positions in General Electric Company and Onondaga Printing, Inc. He is a graduate of Washington and Lee University and a Commander in the Naval Reserve.

SYSTEMS AND DATA PROCESSING

The Information Systems Group Data Processing organization will be responsible for planning and controlling the information systems needs for the Information Systems Group. To accomplish this role, the organization will work closely with the various functional areas and develop systems specifications for needed applications which will be given to the Corporate Information Services Division, who will then perform the technical development services to translate these specifications into computerized programs.

The organization is composed of highly skilled business analysts who understand business needs. They are capable of addressing business problems in an open manner and developing sound action plans for resolving these problems. They will work closely with the users in determining the most pressing needs and assist in establishing suitable priorities for both the systems work to be performed and also for the technical services to be received from the Corporate Information Services Division. The organization will be interfacing closely with the Long Range Systems organization, insuring that short term projects dovetail with the Long Range Plan and, whenever, possible, help to hasten its implementation.

The organization will continue to service the regions' systems' needs and provide assistance to the Regional Data Centers. In conjunction with the responsible Rochester functional areas, they will be responsible for insuring that the field's needs are addressed in the overall priority setting. In addition, they will act as a coordinating point to insure that continuing software and hardware support is provided from the support services functions of the Corporate Information Services Division. The organization is composed of four groups which are each directed to serve a logical portion of the Information System Group's needs. These groups are the Revenue Systems, e.g. EBS, A/R, Commissions, etc,; Field and Headquarters Physical Factors, e.g. Equipment Control (field and headquarters), Order Entry, Data Entry, etc,; Management Reporting systems, e.g. MIDAS, EOASR, Consolidated Revenue Reporting, Sales Analysis, etc.; and Service, Distribution and Headquarters Support, e.g. SPARES, SIRS, Traffic, General Ledger, PARS, etc.

Biographies:

The organization is headed by Raymond G. Mulvehill who has been involved in systems work for over 16 years, having spent the first ten years with Westinghouse Electric Corporation and the last six years with Xerox. Since joining Xerox, Ray has been in various management roles in a wide variety of Xerox systems, ranging from the Procurement Information and Quality Reporting systems in Webster, to all of the Rochester and Regional systems. He has been involved with the regional and customer related systems for the last three years and has worked closely with the Regional Data Processing functions in this capacity.

Ron Rossi will head up the Field and Headquarters Physical Factors groups. Ron joined Xerox in January of 1966, coming from General Dynamics Electronics Corporation, where he spent seven years in the fields of Cost Accounting, Budgets, Project Cost Control, Systems Analysis and Computer Programming in both financial and manufacturing systems. Initially at Xerox, he was heavily involved with Systems Design, Analysis and Programming in such applications as Equipment Order Entry, Equipment Control, and several of the Billing related systems. As a Project Leader, he played heavily in the design and implementation of the Equipment Billing System which was implemented in mid-1968. He later became Manager of the Billing Systems and Programming group, and was responsible for all systems and program maintenance/development for the billing and related systems. A major project completed at that time was the complete decentralization of the Billing System to a region. Ron became the Manager of EBS Systems Development in the Regional Systems and Data Processing Organization in early 1971 and has been in that position to date.

Paul Fern will be responsible for the Service Distribution and Headquarters Support function, and is in an acting capacity as Manager of Management Reporting Systems. Paul joined Xerox in June 1964, coming from RCA Service Company, Cherry Hill, New Jersey, where he spent 2½ years as a Procedures Analyst in the Commercial and Government operations of the company. At Xerox he was involved in the Systems Analysis and Design of the Master Payroll/Personnel Information System (MPPIS), Equipment Order Entry, Equipment Billing, Accounting Interface and Equipment Reconciliation Systems. Paul was a member of the Regionalization Planning Task Force and the Billing Regionalization Task Force during 1968 and early 1969. In 1969, Paul became Manager of the Systems and Programming group responsible for the Supply Billing, Commissions, Supply Contract Reporting and Parts and Supplies Physical Inventory Systems. A major project completed during that time was the installation of a new Bonus Payment System for Salesmen. His responsibilities were expanded in early 1971 when he assumed added responsibility for the Accounts Receivable System. In June of 1971, Paul became Manager of the Service/Distribution Systems Development group with responsibility for the SPARES, PARLAY, SIRS, TRAFFIC, Dispatching, and Refurbishing Systems, and has been in that position to date.

Norm Whitney will be responsible for the Revenue Systems organization. Norm joined Xerox in June of 1966. He is a graduate of Northeastern University, in Boston, and worked as an experimental research assistant for Harvard Medical School for one year before joining Xerox. Norm's first exposure to Data Processing involved maintaining the General Ledger System. During 1968-69, he contributed significantly to the redesign and implementation of the 360 Version of the General Ledger System. His first major project leader responsibility was for the conversion of the customer information system in support of the regional implementation of the Equipment Billing System during that latter half of 1969. Norm's entire year of 1970 and the early part of 1971 were spent as project leader of the Accounts Receivable System. During this period, significant enhancements occurred to the operational and control methodologies used in the A/R System. In June of 1971, Norm became the Manager of Regional Accounting Systems with responsibility for A/R, Supply Billing, Commissions, and Sales Consulting Support. He has been in that position to date.

The organization is presently involved in several significant design projects and pilot tests which will greatly enhance our business operations. These projects include a redesign of the Supply Billing and Commission systems, implementation of the L5000 Supply Order Entry System, a computerized Tech Rep Dispatching pilot test, and the ATF Data Entry pilot terminal application. The latter project is aimed at reducing lag time in the entry of orders and at speeding up the error resolution process. It is hoped that this project will become the leading edge of the Long Range System Plan and will enable us to obtain many of the benefits of the Long Range Plan on a greatly accelerated basis.

The organization is looking forward with enthusiasm to the many challenges of improving the Information Systems Group's systems, and is presently establishing operating relationships, which are necessary to accomplish this mission, with both the functional users and with the Information Services Division personnel.

MANUFACTURING SYSTEMS DESIGN & CONTROL

Concurrent with the announcement of the establishment of the Information Services Division under the direction of Paul Strassmann, the Manufacturing Systems Design and Control group was established reporting to William Gemmell, Manufacturing Controller. The basic mission of this new organization, under the direction of Ron Swenson, will be to provide all system design support for the Manufacturing Division.

The major responsibilities of this new organization are to:

- Define, develop and monitor all systems plans for the division.

  This activity starts with the Manufacturing Division Long Range Plan and specific user system requirements. These requirements will be translated into a Long Range System Plan for Manufacturing. During the Operating Plan cycle, a two year system plan will be developed showing system manpower requirements reflecting user priorities. Also, included in these plans will be the technical manpower requirements which must be estimated by and provided by the Information Services Division in support of the plan.

- Maintain phase review control over all projects.

  All major development projects will follow the phased approach for design and implementation. At each major milestone of the project life cycle, the system documentation will be reviewed both from a technical and user standpoint to insure that the system goals and objectives will be met. In addition, monthly status and project cost will be tracked in order to maintain schedule and development cost control.

- Design all new systems for the Division, and direct user training and implementation.

  This implies a total responsibility for a system over its life cycle. Even though the technical programming and data center support will be "purchased" from the Information Services Division, total project responsibility will reside with Manufacturing Systems Design and Control.

- Review, control and provide specifications for all requests to sustain and enhance installed systems.

  Equally important as the design of new systems is the maintenance and enhancement of installed systems in response to the changing needs of the various users.

- Perform reviews of the installed systems to insure that they are being effectively utilized and that adequate training and control of the systems is maintained by the user.

  Through the use of system audits, effectiveness will be measured and system improvements will be identified. These audits will also pinpoint areas where more user training is required.

While this reorganization will affect the way we do business, the basic system objectives as identified in the '72 - '73 Operation Plan have not been altered. For instance, Doug Laymon, Plant Support Manager, will now report to Ron Swenson. However, his basic mission remains the same, i.e., to identify the system requirements of the new and remote plants and to implement currently available systems in the plants with few modifications.

Mike Harvey, Planning and Control Systems Manager, will now assume system responsibility for all of the PPICS Systems. In the past, Mike has had the prime programming responsibility for the PPICS System, and was one of the key individuals responsible for its successful implementation.

Terry Marini, Material and Accounting Systems Manager, assumes responsibility for Accounting and Material Control Systems such as Stores, Receiving and Procurement Systems.

The basic objective for 1972-1973 will be to develop systems which will meet the needs of an ever expanding Manufacturing environment. Our objective is to bring the new and remote plants up to the present level of system implementation while at the same time developing systems which will incorporate the new multi-plant concepts. In addition, major development efforts will continue in the WIP Control and Capacity Planning and Scheduling Systems.

It is expected that, through the consolidation of technical expertise in the new Division, efficiencies will be gained which will favorably impact our design and implementation schedules.

RESEARCH AND ENGINEERING

BUSINESS SYSTEMS ANALYSIS & DESIGN

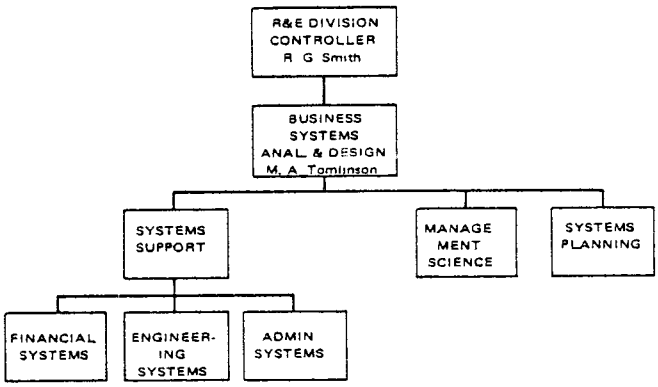
Reorganization of the Systems and Data Processing function is no longer a rumor, but is fact. Some of the initial anxieties and concerns resulting from the announcement are being relieved. We are beginning to function in our somewhat new environment. While the next months will bring further evolution of the relationships which have been created, this article presents some initial observations in regard to the effect of the reorganization upon information systems

development within the Research and Engineering Division.

The organizational structure of the systems design function within R&E is still being defined. Likewise, we expect clarification of the roles and responsibilities of the various individuals and organizations involved in systems development. In most cases, R&E users are not sure exactly what the reorganization will mean to them or their projects. For these reasons, this article must deal primarily with concepts and philosophies rather than practice.

ORGANIZATION

The R&E Business Systems Analysis and Design organization has been established to serve as a focal point for the development, coordination and implementation of computer based information systems within the division. This group reports to the Division Controller, Bob Smith. Following is a chart illustrating the general structure of this organization and describing the major activities which it will perform.



Systems Planning

- Long Range Systems Planning
- Coordinate with Business Planning Function
- Assist in preparation of DP Operating Planss,

Management Sciences

- Operations Research
- Modeling/Simulation
- Timeshare Programming Support

Systems Support

- Provide systems support to the major aaplications areas within R&E.
- Assist in identification of user needs and requirements.
- Assist in economic justification of systems and/or hardware.
- Prepare systems documentation for review and approval.
- Interface with Information Systems Division.
- Implement systems in the division.
- Provide user education and training.

EFFECT UPON R&E

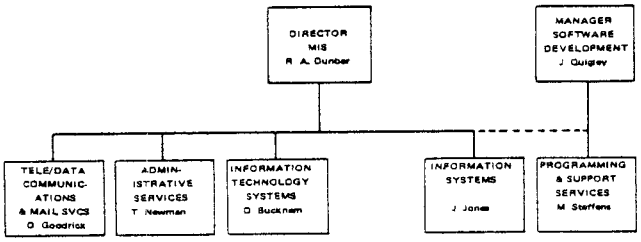
In general, the development of information systems has not been as successful as hoped. Research and Engineering is no exception to the rule. A common complaint is that the systems and programming organizations have designed and implemented systems which may be perfectly acceptable from a technical point of view, but just do not satisfy the users' needs.

One of the primary effects of the reorganization is that it places responsibility for Systems Analysis and Design clearly upon the user. This is true regardless of whether the analysis is performed by a centralized or decentralized systems design organization within the division.

We can also expect two other immediate results, first, a reappraisal of the systems analysis function in terms of who, what and how and second, increased participation by management. These will be increasingly apparent as systems are evolved which have greater impact upon the manner in which jobs are performed.

R&E is looking toward the Information Systems Division for technical support in the design of information systems with the hope that we can operate together to develop and implement effective systems for the division.

MANAGEMENT INFORMATION SYSTEMS (El Segundo)



Prior to the reorganization MIS was structured along organizational lines with an established system capability in each major function within the division. With reorganization, two systems organizations emerged supporting the newly founded Information Technology and Information Systems Groups. Don Bucknam was named manager of systems for the Information Technology Group, and John Jones became system manager for the Information Systems Group. These activities will continue to report to R. Dunbar, the current Director of MIS.

The pool of programming which formerly supported the division systems managers moved into a control group (Programming and Support) reporting to J. Quigley, thru the former manager of financial systems M. Seffens. The technical support activity will remain in El Segundo under the direction of M. Seffens.

Since there is not at this writing any apparent change in the El Segundo operating plan objectives, the programming group will continue to provide support to the newly formed systems group. R. Dunbar will retain dotted line responsibility for this activity. In addition, the Administrative Service (microforms, document control, and reprographics), and Tele/Data Communications will continue to report to the Director of MIS.

The computer center will continue to report to V. DeVine.