Western Electric

# THE VALLEY VOICE

Merrimack Valley Works
March/April, 1983

## Jim Hamilton and His Trouble Truck

Shortly after 11:30 p.m. each working day, all the second shift employees at work that day and who aren't working overtime begin to drive out of the rear parking lot.

Well, not **all** of them. One person, behind the wheel of a Dodge Power Wagon truck, waits until the parking lanes are reasonably clear, then starts to drive up and down the rows.

His name is Jim Hamilton, and he's looking for anyone who seems to be having trouble with his or her car. Whenever he sees a car with a person at the wheel, with no sign of exhaust emission, he stops and asks if everything is O.K. If there's a problem, he's ready to help.

The help may consist of a simple battery jump start. (In some cases, starting may require a distributor adjustment or spraying the carburetor with ether.) Or, the problem may be a flat tire. Once in a while, helping means leaving a car disabled and driving someone home.

Whatever the problem, if Jim Hamilton is at work on a given day, nobody will be left stranded.

Jim, a layout operator in Dept. 85133 (N), has what he considers a perfectly logical reason for doing what he does. One sub-zero night about 18 years ago, after working overtime until 2:30 a.m., he got into his car and turned the ignition key. Nothing, except the laborious grinding of a starter motor on a cold night. He tried again, and again. Still nothing. Getting out and raising the hood, he realized that he was too far from a parking lot light to see well enough to work on an engine. So, putting the transmission in neutral, he pushed it alone to a spot nearer to a light. Then he found the trouble: the points on his distributor had welded shut.

By this time, the cold was reaching to Jim's bones. He pondered his options: start walking, and hope for a lift (forget that — much too cold); call a garage (but most garages would be getting lots of calls on such a cold night); or try to make his own repair (seemed to be the best idea).

So, using a pair of pliers, he worked on the points until he had them adjusted to a position that enabled him, finally, to start the car.

Jim still remembers vividly the intense cold of that night, his feeling of helplessness at first, turning to loneliness as other drivers left the lot, either ignoring or oblivious to his plight. He vowed then and there that nobody else would experience those feelings — not if he were around to help.

Thus began a practice that he's never stopped, not even when, a few years later, the Works initiated an emergency truck service. "The company truck helps a lot," he says, "but I'm already in the lot, so I can get to people sooner."

In his truck Jim carries a set of battery jumper cables, a tow cable, a can of ether for flooded carburetors, tire-changing tools, and a blanket for anyone who might be cold while Jim is at work. And oh, yes — remembering that night so long ago, he always carries a flashlight.

Jim does his thing in all seasons, but admits that winter is his busiest time of year. "I'd guess that I average about two 'calls' a week during the cold weather," he says, "and some of them can be pretty interesting. I recall one night before last

Christmas when I noticed three women in a car across the street from the plant. I stopped, and as far as I could tell, there was a problem with the car's transmission. I couldn't fix that, so I pushed the car to a nearby service station and offered to drive the three women home. Although they lived at different addresses, it didn't seem like much of a problem. Well, they had been Christmas shopping that morning before coming to work, and all three were loaded down with bundles. To make matters worse, one of them was in a family way. I don't remember how we managed to get everyone and everything into the cab of my truck, and I certainly don't know how I was able to drive with packages sticking into my face, and me with four-on-the-floor plus a four-wheel-drive floor lever. But we finally made it."

Has Jim been on the receiving end of trouble since that fateful night 18 years ago? "Oh, sure," he grins. "It can happen to any of us. One night when I was driving out of the lot by the north exit road, my throttle linkage broke. I managed to get to the other side of Route 125. Then I found a piece of wire to use as a substitute for the linkage, but I had to guess as to how I was hooking it up. I tried to do it so that the engine would idle at about 35 miles per hour. So I drove home with the engine 'idling' at 35, but with the transmission in gear."

As you might expect, Jim's co-workers are high in their praise of his efforts, but no one is more so than his own supervisor. That's right: Jim got **him** out of a jam once, too. "Why not?" Jim asks. "As I said. it can happen to anybody. As a matter of fact, I've helped two other supervisors. One of them had a serious problem with his car, so I wound up driving him to and from work for a week."

So Jim Hamilton, who could easily be home by 11:45 p.m., seldom gets there before 12:15 a.m., volunteering his time so all his co-workers can be sure of getting home, too.

If there were more Jim Hamiltons, the world would be a nicer place. The rear parking lot of the Works already is. The second shift workers can feel a lot safer, knowing Jim is out there.

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Western Electric


# Congratulations, Baby Bell!

*Joy, Linnea and Beverly with their congratulatory plaque.*

A newborn baby is well-nigh irresistible, especially to women. But a newborn company? Well, perhaps the maternal instinct is stronger in some than in others.

Anyway, when AT&T announced the formation of its new subsidiary, American Bell, three sisters, all Works employees,felt an immediate urge to send their congratulations. Then they asked themselves, "Why send congratulations from just the three of us? Why not get the names of as many of our fellow workers as we can?"

So the three, Joy Pitts, Dept. 81412, Linnea Ericson, 80473, and Beverly Ericson, 85117 (N), circulated forms for others to sign. They then had the pages of signatures microfilmed and mounted on an attractive lucite plaque beneath their congratulatory message, for transmittal to American Bell.

We applaud their efforts, and join with them in offering congratulations and best wishes to our new young relative.

## BSSP and SSP Results

| | Unit Value | Units credited per dollar |
|---|---|---|
| **BSSP** | | |
| **December** | | |
| AT&T | 3.0419 | .3287 |
| Government obligations | 3.0831 | .3243 |
| Equity portfolio | 2.1807 | .4585 |
| Guaranteed interest | 1.3906 | .7190 |
| **January** | | |
| AT&T | 3.5587 | .2810 |
| Government obligations | 3.0960 | .3229 |
| Equity portfolio | 2.2595 | .4425 |
| Guaranteed interest | 1.4084 | .7100 |
| **SSP** | | |
| **December** | | |
| AT&T | 1.4205 | .7039 |
| Guaranteed interest | 1.4884 | .6718 |
| **January** | | |
| AT&T | 1.6579 | .6031 |
| Guaranteed interest | 1.5061 | .6639 |

## VOICEover

I don't remember my father as being a particularly philosophical man, and certainly not as a preachy parent. For one thing, he simply didn't have much time to talk to us kids. Like many people of his day, he worked a twelve-hour day as routine, and, as often as not, labored through the weekend as well. So we learned most of life's little lessons from Dad by example rather than words.

But one thing he did tell us, each individually as we came into our teens: in weighing how hard you work against how much you're being paid, don't put the cart before the horse. If there was one type of person he couldn't abide, it was the one who says, "I'd work harder than I do if they'd pay me more." Do your best, Dad said, and the money will come.

Old-fashioned thinking? Well, maybe I'm too much like my father, but **I** don't think it's out of date. Not basically. Sure, you can argue that hard work isn't always rewarded by higher pay, but I'll still fault the person who shirks because he feels he's underpaid. Why? Because I believe that this type of worker won't do any better no matter **how** much he's paid. I also believe that, sooner or later, more good things happen to the good worker than to the bad one.

One thing's for sure in my mind: the guy who does his level best gains something that no one can take away from him. That's a feeling of self-satisfaction. Maybe the word sounds tired and trite in this day and age, but it meant a great deal to Dad, and it means a lot to me. On occasion, it has meant more to me than money.

Some people call me a Pollyanna. I call myself a positive thinker. What I'm called really doesn't matter much to me, because I have a good feeling inside. So if you'll pardon me, I'll go on following my father's thinking.

By the way, Dad didn't die rich.

But he died knowing he'd done his best.

## About Those Ease

In the last edition we asked you to find what was strange about a certain paragraph. The answer is that it was written without once using the letter "e," the most commonly used letter in the English language (to get the headline clue, it had to be read as, "We Don't Always Write with E's").

Now quickly, without resorting to pencil and paper, divide 75 by one-half. Watch out — this is trickier than it looks!

## And the Dish Ran Away With the Spoon!

Didja ever reach for a cafeteria saucer or bowl, a knife or a fork, and find there ain't none, nowhere, nohow?

Didja curse the cafeteria management?

Didja, huh?

Well, chances are you blamed the wrong party.

The shortages are usually caused not by the management's failure to keep enough dishes and utensils on hand, but by **our** failure to return those we've removed from the caf.

From time to time we've had concerted drives to gather cafeteria dishware in boxes throughout the plant and return them in large lots. But really, now, should we have to hold **drives** to accomplish something we should be doing routinely?

Come on gang, let's do things right! The cafeteria has styrofoam dishware and plastic utensils for take-out food. If we know of any other items that rightfully belong in the caf, let's get 'em back!

## Retirements

**January**

Joseph H. Killelea, M.D., 11 yrs.
Barbara N. Therrien, 24 yrs.

**February**

Doris W. Adams, 26 yrs.
Wanda J. Averka, 28 yrs.
Louise A. Baxter, 26 yrs.
Wilbur Beaudry, 23 yrs.
Doris E. Blinn, 30 yrs.
Rose V. Boomhower, 31 yrs.
Theophane J. Bouchard, 21 yrs.
Shirlee Brink, 21 yrs.
Beatrice M. Caradonna, 25 yrs.
Richard T. Coleman, 26 yrs.
Robert Conroy, 26 yrs.
Francis L. Coombs, 27 yrs.
Lida W. Craig, 21 yrs.
Samuel J. D'Agata, 38 yrs.
Katherine S. DeFazio, 21 yrs.
Louis D. DelGaudio, 20 yrs.
Webster F. Dennison, 38 yrs.
Joseph C. Ducharme, 27 yrs.
Mildred E. Dunn, 17 yrs.
Marion C. Ferrara, 21 yrs.
Anna A. Filella, 26 yrs.
Mary E. Finelli, 26 yrs.
John B. Foisy, 36 yrs.
Dorothy N. Gale, 22 yrs.
Alma V. Gallant, 30 yrs.
Dorothy M. Genest, 20 yrs.
Barbara M. Healey, 26 yrs.
Lucille P. Healey, 25 yrs.
William J. Helm, 36 yrs.
Caroline H. Hill, 30 yrs.
Rita H. Huberdeau, 19 yrs.
Alyce F. Innis, 28 yrs.
John Karampatsos, 31 yrs.
Theresa P. Karoliszyn, 30 yrs.
Edward J. Klosowicz, 25 yrs.
Rene T. Lambert, 25 yrs.
John H. Lennon, 23 yrs.
James E. Lewis, 27 yrs.
Philomena T. Lovallo, 27 yrs.
Eva A. Martin, 27 yrs.
John J. McCarthy, 35 yrs.
Mildred H. McCarthy, 25 yrs.
Laurence F. Melvin, 20 yrs.
George Michelson, 20 yrs.
Viola G. Miller, 22 yrs.
David H. Mitchell, 27 yrs.
Alice S. Moore, 18 yrs.
Lucille H. Morin, 20 yrs.
Lawrence J. Murphy, 27 yrs.
Robert W. Neil, 30 yrs.
Albert J. Noran, 31 yrs.
Sophie J. O'Brien, 25 yrs.
Hazel B. Page, 21 yrs.
Gertrude S. Palis, 26 yrs.
Esther M. Partridge, 20 yrs.
Ellen L. Post, 21 yrs.
Roger M. Ramsell, 21 yrs.
Helen D. Renaud, 20 yrs.
Catherine N. Rickard, 23 yrs.
Vincent J. Rizzio, 20 yrs.
Georgina R. Robertson, 20 yrs.
Guido A. Rossi, 30 yrs.
Mary T. Rydz, 26 yrs.
Philip A. Schiller, 26 yrs.
Mitzi M. Sciandra, 31 yrs.
Yvonne C. Sonier, 15 yrs.
Donald A. Sweet, 13 yrs.
Wayland H. Thompson, 23 yrs.
Mavis P. Tuccolo, 22 yrs.
Katherine M. Wagland, 31 yrs.
Albert J. Wilde, 41 yrs.
David K. Woundy, 21 yrs.
Walter J. Wrobel, 26 yrs.
Constance L. Yemma, 27 yrs.

# Labor Loans — WE People

Say "Labor loans" to most people, and they'll probably think you mean money borrowed to pay a repairman. But say it to Art Lewis, head of Bell Laboratories Staff Operations at Merrimack Valley, and he'll say, "A great group, those people."

Labor loans, you see, are Western Electric employees working in various occupations in Bell Labs. Currently there are about 200 such people, doing jobs that range from travel consultant to machinist to library assistant — jobs that support the 600 technical employees of BTL.

Feeling that these labor loans have been hidden away in their Bell Labs cubicles, without proper recognition, just about long enough, we decided to interview some of them. Obviously, we can't name all of them, but the following cross section should give you an idea of the functions of labor loan personnel.

Jane Morse is a travel counselor in the Bell Labs Corporate Travel Office, assisting personnel in business travel plans. She's almost always smiling, so it's no wonder that she plays one of the clowns who brighten up Wevalley Club and Pioneer special occasions.

Jane has been in the labor loan force ever since she was hired, and says she enjoys it. "Bell Labs gives us the responsibility to work on our own," she says. "I like that."

Pat Goodwin serves as coordinator for engineering records, a job she calls "most rewarding." She joined Western Electric more than ten years ago, transferring to Bell Labs as part of the labor loan force about six months later.

Pat says she has enjoyed her service in Bell Labs. "I like the environment," she says, "and I like the people I deal with on a day to day basis."

Howard B. "Bud" Rogers, a machinist working for "Hockey" Greenlaw of the Development Shops, is enthusiastic in his praise of the labor loan program. Bud is a veteran of fifteen years on loan, and told us: "It's been a very enjoyable experience. Working on the prototype units and working directly with engineers has been especially rewarding. Coordinating the state-of-the-art equipment and materials has also been interesting as well as a challenge."

# In Bell Labs Jobs

Fran O'Neil has been a secretary in Bell Laboratories ever since she was hired by Western Electric. "I enjoy working for the Labs," she says, "as it gives the impression of working for a smaller company. The people I deal with are very friendly and go out of their way to help me out and make things easier for me.

"As a secretary, I work in a modern office environment with modern office equipment, and I have been given the opportunity to learn Word Processing, which I've found to be a very rewarding experience. I have always enjoyed learning new things, and being involved with terminals and printers has been very exciting."

Joyce LeBlanc's position is assignment clerk in the Labs text processing center, but she has held other jobs as part of the labor loan force. Hired as a clerk-stenographer, she was a secretary for a time before taking her current assignment.

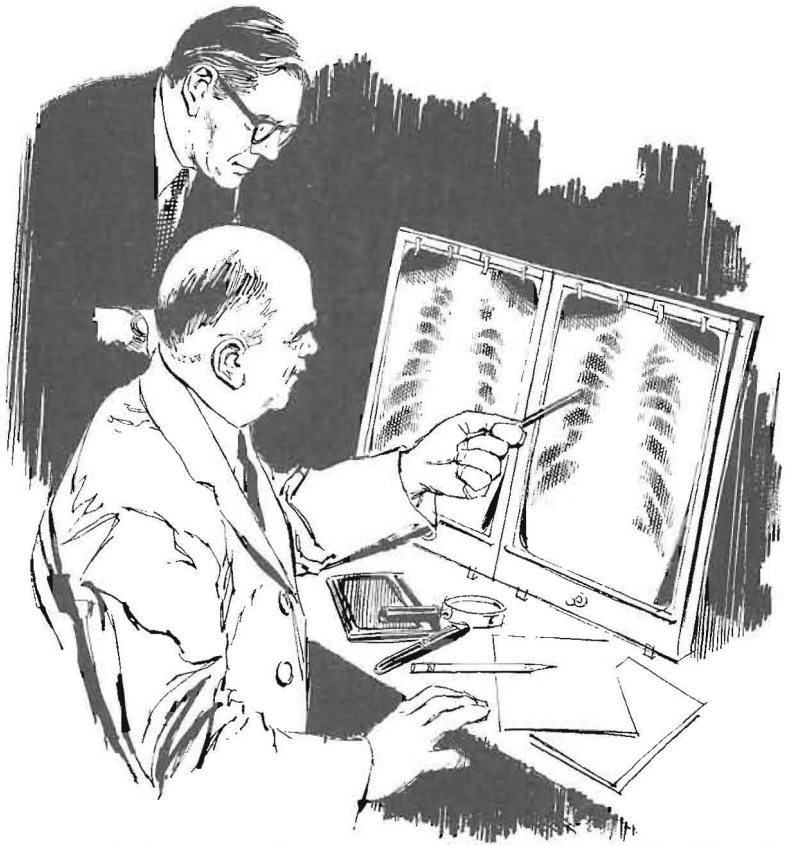
"Labor loans work out well," Joyce says. "A few things are different, such as the working hours (8 to 4:45), a few holidays, and the fact that we have no summer shutdown period. You know, I think the hardest part is trying to explain labor loans to others."

Besides talking to some of the people who are on loan, we also wanted to hear from someone in Bell Labs management. So we went to Dan Evans, Group Supervisor, General/Building Services, who has several Western Electric employees in his group.

"Our labor loan people are an integral part of Staff operations," Dan told us. "They provide high quality, efficient, responsive service, which is imperative to the mission of our technical organizations."

To recognize the contribution of the labor loan personnel, they were recently invited by Art Lewis to a coffee hour in the auditorium, where both he and General Manager Bob Cowley, Jr. spoke to them, expressing appreciation for their efforts.

Close cooperation between Western Electric and Bell Laboratories personnel has always been a big factor in Bell System excellence. That cooperation is plainly evident in the labor loan program.



# A Second Opinion May Help Avoid Surgery

Hospitalization and surgery are experiences that nobody enjoys. If your surgeon suggests an operation of a nonemergency nature, why not assure yourself that there is no better alternative by getting a second opinion? Obtaining a second surgical opinion is easy.

The second surgical opinion provision in the Western Electric Medical Expense Plan pays 100% of reasonable and customary charges for a pre-surgical consultation by a surgeon certified by the American Board of Surgery. The second opinion can be arranged through The Travelers, following a current recommendation by your surgeon for elective surgery covered under the Plan. All costs for diagnostic X-ray or pathology tests required by the consulting surgeon will be paid. Additional details on how to arrange for a second surgical opinion are covered later on in this article.

The rate of increase in elective surgery has escalated in the past few years. Up until the early 1970s, the rate was fairly consistent with the population growth; however, between 1971 and 1976, it increased 3.5 times faster than the population rate. Currently the rate of elective surgery is growing 4.5 times faster than population growth.

In view of the above figures, it's not surprising that a recent survey conducted by Blue Cross showed that about 30 percent of the second opinions did **not** confirm the need for surgery.

The experience of WE employees and dependents indicates there is reason to ask, "Do I really need this surgery?" During 1982, 202 of our employees and their dependents participated in the second surgical opinion program. In one-fourth of these cases the surgeon's recommendation for elective surgery was not confirmed by the second surgeon. More than 225 days of hospital confinement and the associated personal stress were avoided. As you can see, considerable discomfort, risk and medical costs were avoided.

Procedures with high nonconfirmation rates include prostatectomy, hysterectomy, knee surgery and breast surgery. In the case of Western Electric employees, the highest rates of nonconfirmation were hysterectomy and knee surgery.

When your surgeon suggests an operation of a nonemergency nature, call The Travelers' toll free number and say you are requesting a second surgical opinion. The toll free number is 1-800-334-2400.

The Travelers will then send you a special claim form with instructions for you to obtain a second surgical opinion from a Board-Certified Surgeon.

If you do not have a surgeon in mind and request The Travelers furnish the name of a Board-Certified Surgeon, you will be given the names of three surgeons in your area from which you may select one.

If you have already selected a surgeon for the second opinion, you should confirm over the telephone with Travelers that he or she is Board-Certified.

Before visiting the second opinion surgeon, you must complete Part I of the claim form — "Patient and Employee Information." You may wish the surgeon who originally proposed surgery to complete Part II — "Attending Surgeon Information." By so doing, tests or X-rays already taken can be made available to the second opinion surgeon thereby eliminating the need to duplicate such tests. However, if you do **not** want to involve the surgeon who proposed surgery, Part II should be left blank.

Take the special claim form to your consulting surgeon for completion of Part III — "Second Opinion Surgeon Information." Either you or your consulting surgeon may send the completed form to The Travelers.

If your consulting surgeon does not confirm the need for surgery, an additional consultation will be provided if you request it. Contact the Travelers on their toll free number to arrange an additional consultation.

# QWL Comes to MVW

**SPECIAL PULLOUT SECTION (pages 7 through 10)**

MY FELLOW EMPLOYEES

As we have discussed in recent months, Western Electric's future promises to be exciting and challenging for each of us. A significant factor in ensuring our continued success will be the development of our Quality of Work Life process at Merrimack Valley. I am sincerely pleased that the Merrimack Valley Works is one of the first Western Electric locations to endorse this concept. I am further pleased that the officers and executive boards of CWA Locals 1365 and 1366 so enthusiastically support the QWL process, and I congratulate the Hourly and Salaried-graded Steering Committees on the recent approvals of their charters.

The aim of the Quality of Work Life process is to provide the management of the Works with the workers' insights as to how we can improve our competitive position. While we have already begun the process, it is, I remind you, a continuous one, requiring the on-going efforts of all of us. We are currently planning a series of orientation sessions designed to present the details of QWL to all of you who may wish to participate in this exciting process.

I look forward to working with you in these QWL endeavors.

Bob

R.E. COWLEY, JR.
General Manager

**Members of the Hourly Steering Committee, from left: Manager Tom Doyle, CWA Local 1365 Vice President Dan Tuccolo and President Dan Beauregard, and Assistant Manager Irene Brandy. Not shown are Local 1365 representatives Bill Houde and Dick Carey, and management representatives Carlo Bracci and Joe Miett.**

**Members of the Salaried Steering Committee, from left: Assistant Manager Dick Hewett, CWA Local 1366 Vice President Fred Welch and President Wally Silva, and Assistant Manager Joe Frazetti. Not shown are CWA representatives Peggy Hurley and Nancy Peterson, and management representatives Joe Miett and Tony Servello.**

In ceremonies marking a milestone in Merrimack Valley Works history, officers of both CWA locals and company officials recently signed steering committee pacts which pave the way for the introduction at the Works of the Quality of Work Life process.

There has been a commitment to QWL since the 1980 negotiations, when both AT&T and CWA agreed to establish a National Joint QWL Committee. The main task of that committee was to encourage and support the spread of QWL activities. In addition to developing a Statement of Principles, the National Committee has held numerous awareness conferences for all operating companies and CWA District Coordinators.

Quality of Work Life, as defined by the National Committee, is a process in which the Union, Management and workers jointly participate in decisions on the job. Please note that we said, "process," not "program." A program is a clearly defined plan or system under which action can be taken. It usually has specific rules and regulations and a commencement and termination date. A process, however, consists of a series of actions marked by gradual changes. A process is evolutionary and changing; it grows and matures. For this reason, we say QWL is a process. There is no termination date, nor rules, nor blueprints. QWL will and should be different in every location. However, the National Committee's Statement of Principles sets out the basic framework under which all QWL activities will take place. At each location, a local Statement of Principles, or Charter, is jointly developed and agreed to by the union and the company. This document contains the purpose of the joint QWL committee, and outlines its goals. It also guarantees basic rights and values which must be adhered to by both sides.

This, then, is where we stand at the moment at Merrimack Valley. Both the company and the union are firmly committed to the Quality of Work Life process, and have officially stated that employees of the Merrimack Valley Works will have the opportunity to share in decisions which affect their daily lives at work.

A QWL orientation program for all of us is being planned. In the meantime, we hope that the information contained in the following pages will provide you with a better understanding of the process.

# What QWL Is

Almost everyone who talks about QWL says that it's hard to define. That's because it isn't a packaged program with fixed rules. The exact form of QWL depends upon the needs and values of the people involved. But basically, it's not a difficult concept.

QWL is three things:

First, it's **worker participation.** That means that workers have a say in decisions which affect their working lives.

Second, it's **union-management cooperation.** QWL, unlike collective bargaining, requires management and the union to join in an attitude of joint problem-solving instead of adversarial relationships. The two parties serve together on all QWL steering committees and help to guide the process. That cooperation is the framework which is necessary for worker participation to be effective.

Third, QWL is a **philosophy,** a philosophy which says that people are the most important resource in an organization, and that they should be treated with dignity and respect; a philosophy which says that employees are responsible, trustworthy, and capable of making valuable contributions; and a philosophy which says that through developing mutual respect and seriously considering each other's needs, all parties — union, management, and workers — can gain. If key people in management and the union don't believe in that philosophy, QWL can't survive for long.

The core of QWL is the participation team. That's what we'll be calling the problem-solving teams here. A team is normally made up of about five to ten volunteers from a work group who meet, on the average, an hour a week.

Their first task is to define the problems they see on the job. These may include physical issues — lighting, chairs, or cleanliness. They may include work procedures, such as ways to improve quality or to increase worker autonomy. And the team may get to issues of company policy which affect the workplace. The main point is that the workers themselves define what they want to talk about, based on the problems they have at work.

The next step is to research the problem and to propose a solution. The teams do not make decisions themselves; they only recommend. But since they are the closest to many of the problems, their recommendations carry a lot of weight. Managers who make the decisions on these recommendations will respond quickly.

This process, of groups meeting and discussing issues, is pretty much the same in all QWL efforts. What comes **out** of these discussions — the actual results of the process — varies according to the type of work, the needs of the workforce, and the attitudes of management and the union.


Western Electric

CHARTER

HOURLY QUALITY OF WORK LIFE COMMITTEE

Today, February 23, 1983, we the undersigned members of the Hourly Quality of Work Life Committee at the Merrimack Valley Works of the Western Electric Company, representing both Local 1365 CWA and management, endorse the Statement of Principles of QWL, as agreed to by the CWA and Western Electric Company - Manufacturing, per the Memorandum of Understanding dated August, 1982.

We, the Local Steering Committee, in our commitment to Quality of Work Life, endeavor to support the implementation of the following:

- To orient all workers in QWL
- To plan and guide all training in QWL
- To assist all QWL team and QWL resource persons
- To keep open full lines of communications concerning QWL activities

We recognize that the success of Quality of Work Life activities requires that we encourage and support voluntary employee participation at all levels.

Our ultimate goal is to achieve a better work life for all in today's competitive environment.

COMMUNICATIONS WORKERS OF AMERICA WESTERN ELECTRIC COMPANY

# What QWL Is NOT

QWL is not a substitute for collective bargaining or the grievance procedure. It's important that those processes remain separate from QWL in order to protect worker rights.

It is not a productivity gimmick. Very often good ideas about production come from the teams, but it is the workers, not management, who decide what issues are important to them. Improving the work environment is just as important as improving productivity.

It is not an attack on management rights. All parties keep their existing rights and move forward **voluntarily**. QWL doesn't take anything away from anyone.

It is not a gripe session. The teams don't just identify problems; they have to propose constructive solutions.

It is not the answer to all problems. It will take a long time to develop, and there will always be issues which can't be solved cooperatively. QWL can work only in those areas where there is a common desire to pursue problem-solving or QWL among workers, union, and management.

## Why QWL Now?

A 1980 Work Relationships survey gave more proof of what many managers already felt: many employees, both management and non-management, feel that:

- Job stress is more intense than ever before.
- There are not enough people to do the job properly.
- The system changes too often and too quickly, and communication about the change is poor.
- Promotions are difficult to get and are not based on qualifications.

This kind of dissatisfaction has a bad effect throughout the whole organization: it leads to higher turnover, less attention to quality and service, and high costs for "policing" dissatisfied employees.

Meanwhile, CWA has also been growing more concerned with job dissatisfaction. The union has been wrestling with the concept of "job pressures" since their annual convention in 1967, without much success. They have come to the position that job satisfaction depends partly upon a spirit of trust and respect in the workplace, and that this cannot be achieved through hard-headed negotiations. It requires joint problem-solving and cooperation at the local level.

For mutual reasons, therefore, QWL was introduced in the 1980 national contract bargaining.


Local 1366

Western Electric

Merrimack Valley Works

SALARIED GRADED QWL STEERING COMMITTEE CHARTER

PREAMBLE

The purpose of the Salaried Graded QWL Steering Committee is to encourage the spirit of mutual respect and trust among all employees, management and union. This will be accomplished by having honest regard for one another's legitimate needs and constraints, by working together to create conditions which are fulfilling and by providing opportunities for employees, at all levels, to influence their working environment.

It will be the responsibility of the Salaried Graded QWL Steering Committee Team to:

1. Provide formal and informal communications to all employees concerning QWL activities.
2. Implement and provide guidance to Participating Teams.
3. Oversee education of Participating Teams and employees, in conjunction with Resource People.
4. Elicit employee involvement to affect work place environment and results of efforts.
5. Develop by-laws within charter parameters.

As approved by the undersigned, this charter becomes effective March 9, 1983.

COMMUNICATION WORKERS OF AMERICA WESTERN ELECTRIC COMPANY

# A Brief History of QWL

There have always been some people in AT&T interested in involving people more in their work, going back to a study in the 1930's at Western Electric's Hawthorne plant which concluded that satisfied workers are more productive. And in a sense, QWL isn't new at all. Until about 1900, most workers managed their own jobs; they weren't told what to do by management, as long as they produced enough. It was only when companies began to get really big — around the turn of the century — that management became a separate profession, distinct from workers.

In recent years, experimental programs of worker involvement, in most respects very similar to QWL as we describe it here, and which have in fact served as the forerunners of it, have been employed by several companies in this country and abroad, notably in Japan. General Motors, for example, signed an agreement in 1973 with the United Auto Workers to try out the QWL concept, and the other companies, Ford and Chrysler, are now starting QWL projects.

One of the earliest Western Electric trials was conducted during the sixties at the Illinois Service Center. Employees on two of the facility's four repair lines were allowed to schedule and handle work on their own to meet quality and production goals. The results: increased efficiency and quality, a decline in absenteeism, and a rise in job satisfaction.

A more recent QWL effort at the Martinsburg Material Management Center, built around the concept of employee participation to cope with an unacceptable safety record, is now an established practice. In April, 1981, the MMC achieved a full year of work without a lost time accident, and won the safety award for the Eastern Region.

Last September, company and CWA officials from nine Western Electric locations met in Dallas for an historic conference on the Quality of Work Life process. The nine locations were: Merrimack Valley Works, Atlanta Works, Burlington Shops, Dallas Works, Kansas City Works, New River Valley Plant, North Carolina Works, Phoenix Works, and Richmond Works. The day-and-a-half conference was designed to inform, educate, and discuss the QWL process.

The spirit of the conference was summed up by company president Don Procknow when he said, "As we enter a new era in which our corporate relationships and our products and markets are certain to change, we should not overlook or ignore the good advice employees can offer when given the chance to participate actively in decisions about their work. As long as we recognize that this involves a long-term commitment, Quality of Work Life efforts are good for the company and good for employees."

So here we are, poised on the threshold of that commitment. Let's remember that the success of QWL depends on all of us.

*QWL Steering Committee personnel: Standing, from left, CWA Local 1365 President Dan Beauregard; Assistant Manager Irene Brandy; Manager Tom Doyle; Local 1365 Vice President Dan Tuccolo; Peggy Hurley, Salaried Steering Committee, CWA; Department Chief Carlo Bracci; Assistant Manager Joe Frazetti; CWA Local 1366 President Wally Silva; Department Chief Joe Miett; and Nancy Peterson, Salaried Steering Committee, CWA. Seated, from left: Dick Carey, Hourly Steering Committee, CWA; Henry Gayer, Salaried Resource Person; Jan Clevesy, Salaried Resource Person; Bill Houde, Hourly Steering Committee, CWA; and CWA Local 1366 Vice President Fred Welch,. Not shown are: Section Chiefs Bud Keyes and Walt Donovan, Hourly Resource Personnel; Assistant Managers Dick Hewett and Tony Servello, Salaried Steering Committee; Section Chief Len Coulombe, Salaried Resource Person; and Dick Rapazza, Hourly Resource Person.*

## Meeting the Competitive Challenge

# SW Bell Man Tells It Like It Is re Competition

*It would be helpful to Western Electric people once in a while to get a glimpse of what life is like on the other side of our business — the customer's side. Gary Juhl, district staff manager of Procurement Administration at Southwestern Bell, recently provided that insight in a talk to a Bell Labs group in New Jersey. Since his message — a very sobering one for us on this side of the business — applies equally well to Western Electric, here are excerpts from Juhl's speech. (Courtesy of* Bell Labs News)

How do we (Southwestern Bell) decide what products we'll buy?

First, we identify an opportunity. It may be a new technology, or a money-saving proposal. Then we canvass the marketplace to find out what type of equipment is out there. When we come upon something that's worthwhile we perform a technical and economic study.

We're pretty choosy customers. Our policy is to seek out and buy the best technology at the lowest overall cost without regard to the source of manufacture. In other words, we don't just buy because it's Western Electric. As a matter of fact, about one third of the technical purchases we made last year were from general trade vendors.

Even though we're good customers now, and purchase sizeable amounts of Bell System products, there are some things that Bell Labs and Western Electric can do to make us more satisfied customers.

Better delivery of products is one. There appears to be a credibility gap between the announcement of a product and its availability. When we're told something will be available in the fourth quarter of 1982, we start to figure we should read that as second quarter 1983, or later.

Well, we won't wait for a new Bell System product. If someone else has a new product we need today, not a few years from now, we'll buy it today to meet our needs.

Once we've made a decision, we tend to stick to one supplier as long as it's economically sound. However, if we have a problem with the availability of a product, we will begin to look elsewhere. We can't leave the field with a labor force ready to work, customers in need of service, and no product available to satisfy our needs.

After we buy from you, we need better technical support.

You'd be surprised how able and willing to serve general trade manufacturers are. They're willing to get their highly skilled people involved in product presentations and installations too. They are willing to live with an installation until it "breathes" on its own ... and there aren't many who submit bills for technical support.

We also need to be able to contact a (manufacturer's) representative who understands a "system concept" rather than just one or two technical pieces. We need somebody to tie the system together because that's how we look at it.

You've perhaps heard of the "wire and cable companies," the WACCOS. Well, that's the operating companies after divestiture! So we're going to have to stress productivity, and we'll have to become more centralized in our operations.

There are some that I call "Life After" divestiture issues too. For instance, product selection will be more important than ever before. On the one hand, we won't have to be concerned about regulators pointing to an affiliate relationship with Western Electric. We'll be separate companies. On the other hand, regulators may be concerned about a "halo effect" on buying from Western because of our long standing corporate ties. They're still going to be concerned about how we're spending our money.

Another post-divestiture issue is field trials.

We do field trials now with Bell Labs (and Western Electric) under the umbrella of vertical integration. It's not going to be that way after divestiture. We're not going to be vertically integrated any more. We're going to ask what's in it for us. Who's accepting the risk? Who's supplying the product? Who's paying for our people's time? We will examine benefits to Southwestern Bell very carefullly before we say yes to field trials.

So the message for Bell Labs (and WE) is: Don't take the operating companies for granted. We're discriminating customers today and will be after divestiture. This will be especially true when it comes to product availability, technical support, and systems support and maintenance.

# Microwave Radio Employees Commended

Employees of our Microwave Radio Department gathered in the auditorium recently for a special commendation on their outstanding 1982 performance. Guest speakers were R.E. DeMatteo, Manager, Sales Program Development & Assurance (formerly of the Merrimack Valley Works), and O.W. Stewart, Department Chief, Field Support - Toll Facilities Products.

Mr. Stewart, in citing the success of the department in meeting production schedules, pointed out that, whereas in 1979 the entire microwave radio market was held by our competitors, by early this year we had secured roughly one-third of that market.

Mr. DeMatteo praised the department's efforts in adapting to a radically changing environment, concluding his remarks with the statement: "I'll sell your product any time, anywhere, against anyone else's!"

***R.E. DeMatteo, left, Manager, Sales Program Development & Assurance, and O.W. Stewart, Department Chief, Field Support - Toll Facilities Products, guest speakers at Microwave Radio Department recognition meeting.***

At about the same time as this commendation, General Manager Bob Cowley, Jr., received a letter from William E. Dryer, Regional Vice President of the newly created Southwestern marketing and sales territory. Mr. Dryer's region corresponds to that serviced by the Southwestern Bell Telephone Company, for which the Works recently completed a large order. His letter reads as follows:

"Dear Bob: I want to thank you and your organization for making our recent Southwestern Bell visit to Merrimack Valley so successful. We appreciate your support in our total Western Electric selling efforts.

"Having been to your shop twice now (and therefore being a veteran), I want you to know that I like the positive feel or pulse of being in your operation. It really helps all of us sell!"

**BULLETIN!**

***As we went to press, word was received that, in competitive bidding, Western Electric has won a $6.6 million Digital Radio contract with the Rochester Telephone Company, an independent company in New York State***

# Employees Suggestion program

*TOP AWARD of $2,360.00 was shared by Max Maldonado, second left, and Tom Mahoney, right, both of Dept. 8504C, for proposing a method for controling the bowing of printed wiring boards on the Transmission Systems Surveillance Radio job. Making the presentation was general Manager Bob Cowley, Jr.; at left is Section Chief Bob Archer.*

# Good Ideas

*Mike Butler, second from right, Dept. 85181, explains his $1,030 suggestion award to (from left) Manager Tom Doyle, Section Chief Jim Fyrer and Director of Manufacturing Jack Driscoll. Mike suggested that, instead of scrapping adapter guide assemblies that could not be used on the unit for which they were intended, they be refinished, making them usable on other units. Because his idea prevented junk, Mike also received a "Junk Skunk" tee shirt.*

$325
Leonard Mixon

$285
Peter Frederickson

$210
Edward Packer

$200
Giuseppe Faranna

$155
Robert Murphy

$150
William Owen

$140
Libardo Hincapie

$110
Maurice Cadorette, Jr.
John Rose, Jr.

$100
Doris Clement
Mark Conley
Michael Drelick
Keath Johnson
Richard Kane
(two $100 awards)
Richard Marshall
Richard McParlin
Kevin Robichaud
(two $100 awards)
Lorraine Veltsos

$75
Chuck Amore
David Baril
William Bartlett
Carol Chase
Gerald Dow
James Elliott
Raymond Felch, III
Dennis Garant
Andrew Hamel
Dolores Herbrand
Rene Lambert
Gary Lemieux
Salvatore Linzetto
John McNally
Diana Michelin
Robert Murphy
Felicia Rapa
Richard Rheault
Henry Smith
Robert Wilson

$60
Eleanor Coburn
Bharat Patel

$50
George Abate
Robert Ackerson
Scott Arena
Cynthi Arthur
Cynthia Beaulieu
Alfred Bencivenga
Stephen Bennett
(two $50 awards)
Marie Blaisdell
William Boddy
Armand Bourassa, Jr.
Richard Brooks
Michael Brown
Wenceslao Bruff
(two $50 awards)
David Carey
Maryann Carkin
Anthony Champagne
Frank Chapinski
Gregory Conkel
Mark Conley
Henry Cook
Gerald David
(two $50 awards)
Philip Demarco
Giuseppe Faranna
Alfio Faro
Robert Gagne
Dorothea Gallant
(five $50 awards)
Lorna German
Ronald Goldthwaite
David Grant
Daniel Greeley
Kenneth Guay
Richard Hayes
Michael Hecken
Richard Hemenway
Edward Howard, Jr.
William Hudson
Patrick Imbriglio
Stanley Jancewicz
Kenneth Johnson
Richard Kane
Anne Lambert
Angela Laverriere
Luis Lima
Lisa Lord
Girard Mailloux
Robert Maxwell
Glen Marsella
Robert McGurn
(two $50 awards)

*Harry Robinson, center, Dept. 50252, discusses his $900 suggestion award with Assistant Manager Joe Giampa, left, and Section Chief Ronnie Boisselle. Harry's suggestion sharply reduced maintenance costs on a Master Anodizer by replacing a hard disk with a DEC-TAPE unit.*

Marie Melvin
Maureen Moran
Donald Morse
Evelyn Nadeau
William Owen
Teddie Page
(three $50 awards)
Claudette Paris
Jack Prince
John Putnam
Joseph Ravgiala
John Ricci
John Rose, Jr.
George Saba
Debra Savoie
Victor Stashewsky
Dennis Sweeney
(two $50 awards)
John Tedoldi
Earl Tessimond

## $18,925.34 Awarded

# Abound at MV

*Jeanne Ninteau, Dept. 82081, happily accepts an $865 suggestion award from equally happy Manager Harry Turner. Like many good ideas, Jeanne's was a simple one. It has been an accepted procedure on many units to cover "goldfingers" with yellow electrical tape to protect them during the mass soldering operation; the tape would then be removed and discarded. Jeanne suggested covering the goldfingers with a reusable rubber shield.*

*Tom LaCroix, center, Dept. 81899, explains his $690 suggestion award to Manager Ron Lindquist, right, and Section Chief Dick Bouchard. Tom proposed a money-saving resistor substitution on the 1030F Combine & Split unit, rather than replacing an integrated circuit or crystal unit to obtain the desired frequency.*

*Ellen Follansbee, Dept. 82011, is congratulated by Manager Harry Turner and Section Chief Don Dion on a suggestion which won her $690. Together with a co-worker who has since left the company but who received an equal award, Ellen suggested a change in the slurry mixture used on a crystal lapping machine, making the mixture more economical and facilitating the cleaning of crystal plates.*

Joseph Therriault
Kenneth Tomacchio
Carol Vincent
Edward Watson

**$45**

John Ricci

**$40**

Joseph Filomia

**$37.50**

Gerald David
James Elliott
Frank George
Judith Hemenway
John Page
John Rose, Jr.

**$35**

Scott Arena

**$33.33**

Hollis Anderson, III
William Boddy
Mark Stack

**$25**

Anthony Abate
Hollis Anderson, III
(two $25 awards)
Stephen Andrukaitis
Wallace Arnott
William Bartlett
Edward Bayley
Audrey Belanger
Robert Belmont
William Boddy
(two $25 awards)
Frances Bottai
Alfred Boucher
Albert Bryant
Americo Carifio
Roger Chandonnet
Gerald Christian
Robert Conroy
Michael Deloge
Phyllis Desmet
Michael Distefano
Robert Drouin
Henry Dube
Blanche Duffett
(two $25 awards)
Helen Dwinells
Maurina Finocchiaro
Peter Fredrickson
Alfred Gagnon
Roger Garneau
Vesta Giarrusso
Joseph Girard
Isabelle Gonsalves
Daniel Greeley
Joseph Gregorio
Robert Hakesley
Andrew Hamel
Marlene Hannagan
Thomas Hart
Marjorie Hill
John Howell
Lois Hubbard
William Hudson
(two $25 awards)
John Hunkele
Charles Jeffries
Glenn Jojokian
Anna Juranovits
Richard Kane
Henry King, Sr.
James Krawec
Felix Krzywicki
Thomas Lacroix
Robert Lafleur
Anne Lambert
Linda Leveille
Paul Magnan
Thomas Mahoney
Dale Martin
(two $25 awards)
George Mellow
Stephen Menard
Richard Mitchell
Carlos Oliveira
Luis Ortiz
William Owen
(two $25 awards)
Edward Packer
Robert Pearson
(two $25 awards)
Ernest Pellerin
Patricia Picard
Daniel Poliquin
David Quinney
John Rose, Jr.
(three $25 awards)
Robert Routhier
George Sanborn
Nicholas Sarcione
Marlene Seaman
Robert Segel
(three $25 awards)
Elizabeth Shannon
Joseph Therriault
Tuyethong Tran
Lorraine Veltsos
Susan Walker
Ray Woods

**$12.50**

David Blumberg, jr.
Irene Bonacorsi
Frank Curtin, Jr.
Blanche Duffett
James Elliott
Christian Gannett
Janice Gile
Paula Kane
Dale Martin
Gregory McKinley
Kenneth Quimby, Jr.
Austria Rodriquez

# A DIF-E-rent Story

by Charlie Cote

*DIF-E test area photo shows (from left) Mike Sandberg, product engineer; Stan Comstock, tester; Dick Gablosky, new design analyst; Paul Shoot, product engineer; and Sandy Carter, senior engineer.*

Upon bumping into an engineering friend recently, I made the mistake of rhetorically asking, "What's new?"

Without hesitation he replied, "DIF-E."

I followed up with mistake number two: "DIF-E? What's that?"

My friend took a deep breath, then fired: "DIF-E, like its predecessor, DIF, is used with ESS and accommodates 3,840 trunks, but also has PPM and PLS..."

"Hold it! HOLD it!" I interrupted. "You lost me on the very first letter! Now, calm down, back up, go slowly, and **maybe** I'll know what you're talking about."

Obviously annoyed by my interruption, he nevertheless agreed, and proceeded as follows:

"Early in 1979, we began the manufacture of DIF, which stands for Digital Interface Frame, touted at that time as the most complex system in production at the Works. DIF speeds up digital signals (pulses which are either one or zero) to the rate required to interface with the No. 4 ESS (Electronic Switching System). A completely installed DIF system consists of three seven-foot-high frames housing a duplex microprocessor-based controller, and 34 Digital Interface Units servicing 3,840 trunks. The frame contains 460 circuit packs which, in turn, include more than 18,000 integrated circuits.

"Now we're in production on DIF-E (Digital Interface Frame-Export), which has all the features of DIF, plus a couple of dandy new ones. One of these is PPM, or Periodic Pulse Metering. That's a system to simplify billing at local telephone exchanges. From an exchange designated as the charge point, a train of pulses is sent back to the exchange from which the call originated. The rate of the pulses is determined at the charge point, based on the distance from the originating exchange, the called number, the time of day, and the day of the week. To determine the cost of the call, the originating exchange simply counts the pulses sent back to it.

"The other new feature of DIF-E is PLS, or Pulsed Line Signaling, in which trunk supervisory signals are sent as timed pulses, rather than as continuous signals indicating whether a phone is on the hook or off the hook, i.e., whether a call is being made. For example, when an off-hook is detected, the system notes the time but makes no report. At the on-hook (completion of the call), it informs the Central Controller that a pulse was received and that the duration will be encoded in a report.

"These added features of the DIF-E system bring the complement of circuit packs to a total of 480."

Appearing very pleased with himself, my friend asked, "Now, how was that? Do you understand now?"

"Well, let me put it this way," I answered. "It sounds like quite a system, and I'm going to give it some thought. Thanks for the info, and I'll see you around."

I hope you'll give DIF-E some thought, too, because it is quite a system, and helps to keep us in the forefront of telecommunications technology.

# American Bell to market two new WE telephones

Two Western Electric-made telephone sets — one that can be programmed and one that is a programmable automatic-dialing telephone — have been announced as American Bell's first new consumer products.

They are the Genesis℠ telesystem and the Touch-a-matic® 1600 telephone.

The Genesis telesystem enables the customer to expand features by inserting optional cartridges, and is designed to grow to handle expanding home communications needs, as well as those of small businesses. One cartridge makes it easier to use the phone for such services as Call Forwarding; another permits automatic redialing of a busy number until the call is answered; and yet another allows the customer to control the use of the phone by, for instance, preventing all long-distance calls.

The Touch-a-matic 1600 telephone is an automatic-dialing set, also designed for homes and small businesses. The customer can program 15 numbers for automatic dialing, and the set has the last number dialed feature.

Both new sets have touch-sensitive key pads and a calculator-like display that shows the number being called, as well as the time and date. Both can be used as timers with a built-in alarm; both have color-coded buttons for emergency numbers; and both are manufactured at the Indianapolis Works.

The Genesis telesystem will be available in May; the Touch-a-matic 1600 phone will be available in March. Both sets will be sold through American Bell's Phone-Center stores, Sears Roebuck & Co., and other retailers.

## In Memoriam

Ridgely B. Underwood, retired planning engineer, December 29
Marguerite M. Laroche, retired assembler, January 11
Walter S. Previs, layout operator, January 15
Frank A. Parent, retired bench hand, January 17
Richard H. Hemenway, screen printer, January 18
Joseph K. Doucet, layout operator, January 24
Janet B. Toohil, production service clerk, January 26
John R. Micka, retired stockkeeper, February 5
Rita O. Bryant, retired wireman, February 8
Shirley L. Singer, packer, February 14
Henry J. Corcoran, senior industrial engineer, March 6
John V. Kelleher, layout operator, March 10

## Premium Waiver Period for Dependent Group Life Insurance

The dependent group life insurance plan provides that when the total employee contributions exceed the cost of insurance, any excess amounts may be returned to employees.

It has been determined that the premium surplus at the end of 1982, which is applicable to enrolled employees of Western Electric Company, is equivalent to 4 months premium.

The company will return this excess employee premium through a waiver of current contribution in a manner similar to the waiver of supplementary life insurance premiums. The waiver period for dependent group life insurance covers May through August of 1983 for all employees who were participants in the program on January 1, 1983.

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**SPECIAL SAFETY SHOE SALE**

**Discontinued styles**

**6 different styles, both dress & casual**

**(All sales final)**

**********

**Our regular full line of safety shoes is always available through payroll deduction at the Safety Center near column G-27 on the second floor of building 30.**

**Hours: Mon., 12 noon - 6 p.m.**
**Wed., 6:30 a.m. - 11:30 a.m.**
**Fri., 12 noon - 6 p.m.**

# HAVERHILL

A historical sketch



by Doris Myers,
Merrimack College

HANNAH DUSTON MONUMENT

In 1640, twelve of the early settlers of the Massachusetts Colony, together with their families, traveled up the Merrimack River to the area known to the Indians as Pentucket. Two years later, they paid the Pennacook Indians three pounds and ten shillings for a fourteen-by-six-mile strip of land they called the Pentucket Plantation. It was later renamed Haverhill, after the English birthplace of their spiritual leader, the Reverend John Ward.

The leading town families, in addition to the original settlers, were Saltonstall, Ayer, Wainwright, Duston and Gage. These names would appear again and again on the rolls of military units serving the colonies.

Haverhill's history of Indian troubles began in 1676, when Ephraim Kingsbury became the first Haverhill settler to be killed by an Indian. Intermittent Indian raids would plague the folk in and around Haverhill well into the eighteenth century.

Perhaps the best-known tale of an Indian attack is the story of Hannah Duston, a thirty-nine-year-old wife and mother. On the day of her capture in 1697, Hannah's infant daughter, because she was crying loudly, was killed by the Indians. A few weeks later, Hannah decided, against all odds, to escape from the Indians' camp. During the night, aided by another woman and a young boy, she killed and scalped more than ten of her captors and made her way back to her husband and seven remaining children.

Her bravery is commemorated by two monuments. One stands on an island in the Merrimack near Concord, N.H. The other, a statue of Hannah with Indian tomahawk in hand, is in Haverhill's GAR Park.

After the Hannah Duston incident, the people of Haverhill realized just how vulnerable the community was to Indian invasion. A militia, under Major Turner of Salem and Major Saltonstall of Haverhill, was formed in the summer of 1708. Its timely formation was to prevent an all-out massacre in the Haverhill township.

The men had barely sharpened their fighting skills when a band of Indians and their French allies descended upon the town. The battle began at dawn on a day known as Red Sunday. Sunup the following day marked the end of the bloodshed; a total of sixty-one persons, seventeen of them Haverhill settlers, lay dead.

Major Saltonstall, along with several other townsmen, decided upon a communal grave for the Red Sunday victims; the 1708 Raid monument stands in their memory in the Pentucket Cemetery.

In 1740, a royal decree ended a long-standing dispute between New Hampshire and Massachusetts. Nearly one-third of Haverhill's territory was annexed to the state of New Hampshire.

In preparation for the Revolutionary War, Haverhill developed its own Minutemen units. When the fighting broke out at Lexington and Concord, one hundred five men from Haverhill were there.

A few years later, in 1789, Haverhill was host to America's first president, who was touring his new republic. George Washington slept at an inn where the city hall was later built, and wrote in his diary that the town of Haverhill pleased him greatly.

Shoe manufacturing became the principal industry in Haverhill around the beginning of the nineteenth century. Originally, farmers made their own shoes. Later, their wives and daughters assisted in the task by fitting the uppers. As the process became more formalized, good-sized shoe factories began to appear in town. It has been estimated that by 1830, nearly half the adult population of Haverhill was engaged in part-time shoe work.

The industry continued to grow until 1882, when a great fire broke out in a wooden building which housed a large shoe shop. By the time the fire had been brought under control, four streets had been lost and some three hundred firms and dwellings destroyed.

The cleanup and rebuilding of "shoetown" began immediately. A relief committee accepted advance payments from large shoe buyers. In addition, the town received donations from the poet John Greenleaf Whittier and several other former Haverhill residents. By 1895, the Great Fire might never have been: a reconstructed shoetown was producing more shoes than any other city in the world.

In 1897, two of the settlements along the Merrimack River became one when Bradford officially joined with Haverhill. At this time, the shoe business in Bradford had all but disappeared, and most of the workers earned their living in Haverhill. The boundaries of Haverhill were complete.

Although Haverhill has changed and developed far beyond the Puritan settlement of 1640, long stretches of pines and maples still reach to the river as they did then. It was the beauty of this land that inspired John Greenleaf Whittier, Haverhill's Quaker Poet. Locally, he is still most quoted for his verse to Haverhill:

*Wise was the choice which led our sires*
*To kindle here their household fires,*
*And share the large content of all*