

THE VALLEY VOICE

Merrimack Valley Works
July/August, 1983

O'Neill Speaks at Merrimack Valley

New Executive VP Anticipates Difficult & Challenging '84



John T. O'Neill

John T. O'Neill, newly appointed Executive Vice President, Network Systems Products, recently addressed some 1,000 Merrimack Valley Works supervisors and technical-professional employees.

O'Neill introduced himself as an alumnus of Merrimack Valley, having started here in 1953 as an industrial engineer. He left the Works in 1964 as an Assistant Manager in the apparatus shops to participate in the company's management training program in New York City.

During his presentation, O'Neill spoke of the new and efficient corporate structure, which he said is designed to provide maximum response with a minimum of control. During the course of these remarks, he referred to Merrimack Valley as "The Transmission Capital of the World," also calling it "The Flagship of Western Electric."

He emphasized that Western

Electric's success is critical to the survival of AT&T, and indicated that we will develop a much closer relationship with Bell Laboratories as a result of the new corporate organization. He also pointed out that the need to increase our profit level is essential, and that the only reasonable way to do this is through gains in productivity. Other means, he said, such as increasing prices or reducing our work force, would, in his opinion, be counter-productive in the long run.

O'Neill then listed his top priorities for the immediate future, all deserving equal attention.

The first of these, he said, is to make certain that production of the new electronic digital switch is introduced on time.

The second is to address the human resource problems that have developed as a result of the rapid growth which occurred during 1981 and 1982.

Third, citing the challenges that have arisen in this new world of competition, O'Neill said that he intends to develop whatever resources are necessary to provide the newly-launched telephone companies with the best possible products and services.

Fourth, on which he spent considerable time, is to address local people issues. He suggested

that one of these issues, associated with divestiture and the period of rapid growth, might be a perceived lack of clear direction. He referred to Dr. Deming's concept of constancy of purpose, and to the "shared aims" of Americans described by John Gardner in his book, "Excellence," relating them to the aims that we in Western Electric share. We must keep these shared aims before us, he said, as we work toward solving our problems of divestiture.

Regarding this fourth priority, O'Neill made a commitment to improve communications, especially as they relate to our employees' ideas in fostering a more responsive team effort to meet the challenges of the future.

He indicated that all of these priorities should be met within the spirit of the company's employee relations policy, often referred to as our "Ten Commandments." He said it would serve all of us well, management and non-management alike, to get back to these, thus reacquainting ourselves with the very precepts upon which the company has based its personnel policies for the last 80 years.

In keeping with Mr. O'Neill's remarks, we have reprinted, as an insert in this edition, the "Ten Commandments" of our employee relations policy.

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THE VALLEY VOICE

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Western Electric

Who Was That Man?

In the last edition, we turned poetic with this riddle:

"Brothers and sisters I have none,
But that man's father is my father's son."

The question was: how is "that man" related to me?

Well, I am "my father's son." So would my brother be — if I had one. But the riddle clearly states that I *don't* have a brother, so "my father's son" has to be *me*. The second line of the riddle, then, could read, "...that man's father is me." So "that man" is my son. Fair enough?

Speaking of fare, a man once asked me if I could make change for a dollar for bus fare. Checking my pocket, I found that I had six coins totaling \$1.15. But I also found that I couldn't make change for a dollar. In fact, I couldn't change a half dollar, a quarter, a dime, or even a nickel! Can you tell me what the six coins were? (All were commonly used U.S. currency.)

Have a happy
and safe
vacation!

VOICEover

Compare, if you will, the following two telephone conversations:

1) Hello.

Hello — who is this, please?
Bill Smith.

Oh — ah — is this extension 2345?
Yup.

Is this Joe Brown's phone?
Yup.

Is he there, please?

Nope.

Well, this is Sam Jones. Would you please tell him I called?

O.K.

2) Extension 2345 — Joe Brown's phone — Bill Smith speaking.

Hello — this is Sam Jones. Would you please tell Joe I called?

Certainly.

We don't think we have to point out which conversation constitutes better telephone technique.

'nough said?

BSSP and SSP Results

BSSP

| | Unit Value | Units Credited Per Dollar |
|------------------------|------------|---------------------------|
| April | | |
| AT&T | 3.5794 | .2793 |
| Government obligations | 3.2008 | .3124 |
| Equity portfolio | 2.5856 | .3867 |
| Guaranteed interest | 1.4549 | .6873 |
| May | | |
| AT&T | 3.4758 | .2876 |
| Government obligations | 3.1928 | .3132 |
| Equity portfolio | 2.5826 | .3871 |
| Guaranteed interest | 1.4707 | .6799 |
| SSP | | |
| April | | |
| AT&T | 1.6679 | .5995 |
| Guaranteed interest | 1.5531 | .6438 |
| May | | |
| AT&T | 1.6198 | .6173 |
| Guaranteed interest | 1.5691 | .6372 |

People + Planning = MRPII

Take a look around you. Things are changing. Technology is changing. Products are changing. Words and terms we've never heard before — "Quality of Work Life," "the Deming approach," and "Manufacturing Resource Planning (MRPII)" — have been creeping into our vocabulary.

The products of the past are unlike those coming into production today. Material costs are becoming a higher percentage of a new product's end value. These changes demand that we learn more effective ways of managing, planning and executing our manufacturing resources.

MRPII is a way of doing just that. It's a strategy of tying



David Buker addresses MRPII seminar

together the activities of sales, manufacturing, purchasing and engineering, so that all these functions can be coordinated to get the best overall results for the company. Its aim is to keep operating dollars working rather than sitting on an inventory shelf. It's a formal approach to answering the questions:

- Whataya gonna make?
- When do you want it?
- What does it take to make it?
- Whataya got?
- Whataya gotta get?

This approach will enable us to plan in such a way as to minimize shortages and lower purchased costs, providing realistic production schedules, thereby improving customer service as well as the quality of our work lives.

Several important activities have already begun, and will continue, as we strive to accomplish the above goals at Merrimack Valley.

First, by the end of August, nearly 720 employees will have attended a 2½ day in-house Manufacturing Resource Planning seminar. Already attended by all of our top management, this seminar is being presented primarily by David Buker, president of David W. Buker, Inc., and his vice president, Mike Tincher. Dave and Mike are eminently qualified in the field of Manufacturing Resource Planning. They brought terms which are now common to Merrimack Valley's vocabulary, such as, "Handshake Management" and "The Total Team Must Score."

Second, we have established an Implementation Task Force comprising 15 assistant managers and chaired by the designated Project Manager, Joe Marcotte, to implement MRPII at Merrimack Valley. The Task Force meets regularly to direct the project and to guide the fifteen MRPII action teams, which roughly align with the major MRPII functions: business and sales planning, production planning and scheduling, materials requirements planning, purchasing, storeroom inventory and bill of material accuracy, capacity planning, shop floor control, education, shipping and deliveries, and performance measurements. Most of the teams meet regularly, and we're just



beginning to track and publish the positive results of their efforts.

Third, we're planning a pilot implementation of MRPII in two major shops: T1/T1C and DDS. This will enable us to prove in the entire MRPII process on a smaller scale than if it were implemented across all shops. Before we can begin, however, several very important ingredients are necessary:



Department Chief Bill Watson leads management training session

1. The training of all personnel involved (shop, engineering, accounting, materials management, etc.).

(continued on p. 6)

1983 Special

Northern Essex

Sponsored by the Merrimack Valley Works Pioneers



Photos by Cliff Lavigne, Jr.



Field Games

Community College, June 12
and the Bon Secours Hospital Employees Association



It's Arrived!
The long-awaited
Chapter 78 Pioneer
Cookbook is now
available at the
Pioneer store. Funds
from the sale of this
book go toward
offsetting the cost of
the Special Field
Games.

MRPII (continued from p. 3)

2. Accurate (to 98%) bills of material for the pilot shops.
3. Accurate (to 95%) storeroom inventories associated with those shops.
4. Accurate manufacturing layouts.
5. Accurate USIS inventories.

The fourth activity has been under way since last February. Thirty-one management people have been meeting for two hours each day for training in MRPII principles and their application at Merrimack Valley. These people (21 department chiefs, 7 section chiefs, 2 PAE's and 1 ISD) will be the evangelists spreading the word of MRPII. Courses utilizing video tapes and other educational tools have been specially tailored for each organization, and classes were scheduled to begin in July in a classroom built in the mezzanine.

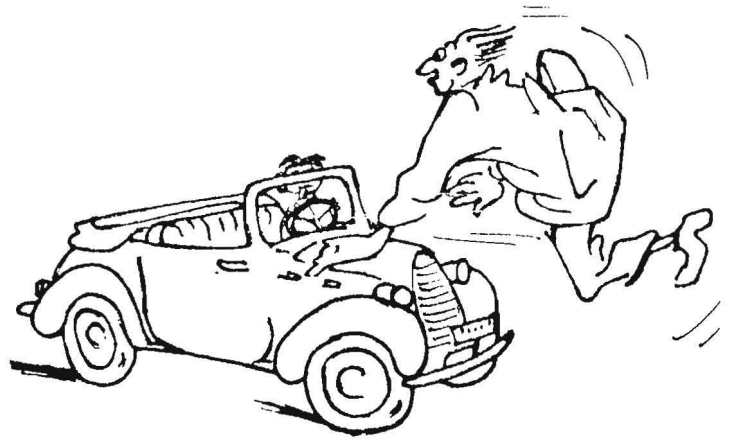
Fifth are the activities being directed toward increasing the professionalism of the materials management organization. Several employees have been attending meetings of the local APICS (American Production and Inventory Control Society).

Because MRPII will be applied throughout Western Electric, a central organization has been established to direct and assist the process. Soon the WE acronym for it will be WEMRSI (Western Electric Materials Resource System I.) Already it is being pursued at Montgomery, Omaha, North Carolina, Columbus, Reading and Hawthorne.

MRPII is a people system: people determine the effectiveness of it. And on the business scene today, having a strategy to control inventory and costs is important. At Merrimack Valley, "We Agree With MRP."

Safely "Pick Me Up Across the Street"

by Gerry Chase



On the job, we have lots of signs to remind us to stay safe as we work. And even though at times we may become tired of hearing about safety, it's a good thing we do have signs. For example, we're constantly reminded to wear our safety glasses. Well, I'll never forget the time when I was using Markem cleaner and it splashed in my face. I was very grateful that I had heeded the sign in my area and had my safety glasses on.

But we need to exercise safety precautions off the job as well as on it. Unfortunately, there aren't any signs to remind us to do this at home or on the highway, at least not in all the places we could use them. The safety department can remind us at work to observe safety rules off the job, but the responsibility to do so is ours.

What I'm leading up to is the danger involved in all the pedestrian traffic across the street from the plant after 3 p.m. Many employees cross Osgood Street, then either wait to be picked up or walk to where their cars are parked. It's a real safety hazard, and we need to be extremely careful in doing this, especially since most of the people are walking in the same direction as the traffic, which is really a violation of the recommended practice. These people should be very wary of traffic behind them.

A particular danger that I've noticed repeatedly is that of cars stopping to pick up people with no directional signals being used. Also, many drivers don't even pull off the road to pick up their passengers, forcing drivers behind them to come to sudden unexpected stops.

I hope we never have an accident out there. It would be a terrible shame for someone to work all day safely, only to have an accident just across the street from work. Certainly we all want to arrive home safe and sound. We don't want to be "picked up" the wrong way.



SOLLERET AWARD WINNER FREDDIE CHASE, Dept. 0021A, accepts certificate from Assistant Manager Joe Giampa, left, as Section Chief Carl Gleed looks on. While working on a lift, Freddie avoided a serious foot injury when the lift suddenly descended, striking his steel-toed safety shoes. In addition to the certificate, he received a pin depicting a solleret, a shoe of overlapping steel plates once worn by knights.

With new rules

Trading Post to Return

In response to popular demand, the Trading Post will resume publication, this time as an insert in *The Valley Voice*, beginning with the September/October edition and every other month thereafter. Along with the change in the manner of distribution, there are some major changes in the ground rules.

First, no advertisements will be accepted for items of real estate or motor vehicles. This is in addition to the ban on commercial ads and those for firearms, animals, clothing, and rentals.

Second, because the insert will be printed by a commercial firm, legibility on the card used to submit ads will be a must. We have always asked for either printing or typing, but from now on, any card that cannot be quickly and easily read will not be used. Also, because the printing firm has deadlines to meet, ads must be submitted by the last day of the month preceding publication. For example, if you wish to place an ad in the September/October edition, your card must be in the club office by August 31st. Cards not used in a particular edition, whether because of illegibility or late submission, will not be held for publication in the next edition; a new card must be submitted.

Third, the insert will be limited to one page, both sides, so ads will have to be scheduled for publication on a first-come basis. Again, if an ad is not used because of lack of space, a new card must be submitted for inclusion in the next edition.

Fourth, ads for major appliances must include the serial number of the appliance on the card.

Fifth, and last new rule, carpooling requests will not be accepted on ad cards; a separate card is available for such requests.

The remaining rules are unchanged, as follows:

Ads must be limited to 20 words.

Ads for the sale of items must include the asking price.

All business must be transacted outside company premises and outside business hours.

Only one ad per person per edition will be accepted.

Name, E number, department, home phone and address must be included.

Only Merrimack Valley Works and Bell Laboratories employees may advertise.

The Wevalley Club reserves the right to edit or revise advertisements submitted. The club will assume no responsibility beyond having ads printed in the Trading Post.

Cards for advertisements and carpooling requests are available from club representatives.

In Memoriam

Nicholas J. Ricci, retired inspector, May 3
James J. Arscott, retired production service clerk, May 5
Margaret C. Andreske, retired load regulator, May 6
Frank Philips, retired material handler, May 6
Jennie D. Torrisi, retired bench hand, May 6
Bessie Apostolou, layout operator, May 9
Paul E. Cosio, retired machine setter, May 21
June H. Blinn, retired bench hand, May 25
William E. Shann, retired planning engineer, May 29
Beatrice Koerner, retired coil winder, June 2
Agnes A. Lavalley, retired wireman, June 3
Robert A. DesBarbieux, retired machine operator, June 3
Bessie Bogalis, retired machine operator, June 7

Retirements

May

John J. Anzaldi, 39 yrs.
Fred A. Archambault, 28 yrs.
Lorraine H. Auchterlonie, 23 yrs.
Joseph B. Begley, 26 yrs.
William A. Bartlett, 28 yrs.
Eldon J. Berthiaume, 29 yrs.
Arthur S. Card, 18 yrs.
Roy C. Carlson, Jr., 24 yrs.
David M. Caskie, 26 yrs.
Donald N. Clough, 31 yrs.
Francis W. Creeley, 27 yrs.
Franklin E. Curran, 26 yrs.
Claire C. Davis, 30 yrs.
Joseph A. Deady, 30 yrs.
Donald L. Deveau, 39 yrs.
Marco J. DiResta, 21 yrs.
Edna R. Dow, 24 yrs.
Richard R. Dunbar, 25 yrs.
Norman R. Ellis, 27 yrs.
Harold W. Flanagan, 34 yrs.
Ralph L. Fowler, 31 yrs.
Rene L. Fugere, 29 yrs.
Richard F. Garrison, 35 yrs.
Earl H. Gifford, 39 yrs.
Anthony Giragosian, 29 yrs.
Rita M. Giurado, 26 yrs.
Donald E. Gordon, 30 yrs.
George H. Gunther, 29 yrs.
Rita T. Ingraham, 28 yrs.
Arnold G. Johnson, 34 yrs.
Donald E. Johnson, 35 yrs.
John J. Kelley, 30 yrs.
Mary M. Krzakowski, 30 yrs.

Rosalie N. Laurenza, 28 yrs.
Herbert M. Law, 31 yrs.
Christos Lazos, 11 yrs.
Robert T. Lewis, 39 yrs.
Robert J. Litwinovich, 37 yrs.
Jerry F. Mahaffey, 29 yrs.
Joseph B. Malloy, 41 yrs.
Albert P. Marcellonis, 31 yrs.
George J. Marotta, 26 yrs.
James C. McNulty, 28 yrs.
Elizabeth B. Moeckel, 21 yrs.
Joseph G. Murphy, 35 yrs.
Roger M. Ouellette, 23 yrs.
John A. Pagnotta, 27 yrs.
John F. Payne, 12 yrs.
Theodore A. Pelosi, Jr., 29 yrs.
James A. Plant, 31 yrs.
Earl C. Randall, Jr., 28 yrs.
William W. Raper, Jr., 29 yrs.
Willard J. Sawyer, 38 yrs.
Jesse W. Shaw, 30 yrs.
Joseph A. Sifferlen, 31 yrs.
Robert F. Smeesters, 31 yrs.
Warren D. Smith, 27 yrs.
Harold E. Stone, Jr., 30 yrs.
Robert E. Stone, 30 yrs.
Zoel T. Sylvester, 27 yrs.
Edward Taylor, 29 yrs.
Joseph M. Waitkewich, 31 yrs.
Yvonne M. Watt, 3 yrs.
Cleo M. Wilder, 31 yrs.
Robert M. Wilson, 29 yrs.
Perry A. Xenakis, 26 yrs.

Reimbursement for Social Security Medicare Part B

Medicare is a Federal Health Insurance program for people 65 and older and some people under 65 who are disabled.

If you and/or your Class I dependents* are eligible for Social Security Medicare Part B, the Company will reimburse you quarterly for the basic premium charged by the Federal Government.

In order to receive reimbursement, you must apply at the Benefit Office. Initial applications should be completed prior to the end of a calendar quarter; i.e., March 31, June 30, September 30 or December 31.

* Class I dependents are defined on Page 3 of your Medical Expense Plan booklet.

Open House — "To be or not to be..."

We are considering the possibility of holding an Open House at the Works, and we'd like your opinion, which you can give by completing the questionnaire below. Then clip on the dotted line and put it in the company mail.

TO: EDITOR, THE VALLEY VOICE — DEPT. 02040
I would/would not like to have an Open House (circle one)

I would prefer to have it in September/October (circle one, bearing in mind that the annual inventory is held on or before the last Saturday in September)

Savings Bond Lottery Winners



Shown above, with 1983 Savings Bond Drive Chairman George Engelhart, left, and Director of Manufacturing Jack Driscoll, are the children whose submission of colored posters enabled their sponsors to win \$25 cash prizes in the poster lottery: David Pucci, sponsored by Edna Rooseboom, 85012; Shane Martin, sponsored by Carlos Ruiz, 02111; Jesse White, sponsored by Rita Comeau, 82520; and Roy Jones II, sponsored by Roy Jones, 85270. Winners of the drawings for employees participating in the purchase of bonds were: Jim O'Brien, 05026, \$50; Dick Marino, 22340, \$25; Don Hatfield, 23380, \$25; Juliette Belair, 8272A(N), \$25; and Migdalia Sanchez, 81443, \$25.

Patents Issued to MV Employees

A patent for "Methods of and Apparatus for Trimming Film Resistors" has been issued to Tony DiTroia, Dept. 23370, and Patricia Desmarais, now resigned.

A second patent, for "Technique for Elevating the Temperature of a Fluid," has been issued to Roy C. Carlson, Jr., now retired, together with E. J. March of the Engineering Research Center.

Futuristic Phone in Ford Cars

AutoWeek, an auto industry trade publication, reports that people may not have to talk to themselves in their cars anymore starting next year.

A hands-off electronic telephone system will debut on Ford luxury cars for owners who choose to include it in the car's microcomputer controlled Message Center.

The futuristic phone is dialed by poking the 12-digit keypad just like a home-style Touch-Tone[®] telephone. Calls are broadcast over the car's seven-inch stereo speakers, while the travelers just speak loud in the direction of a small microphone concealed in the driver's sun visor.

The Bell System assisted Ford in developing this future phone.

[®] Trademark of AT&T

They Take Pride in What They Do



To demonstrate their spirit of togetherness and unity of purpose, Frank Iuele's second shift cable preparation gang (85785N) developed and bought their own special T-shirts proclaiming their shift and section description, of which they're obviously proud.

To Employees Responsible for Directing the Work of Others

It is the policy —

- I. **To pay all employees adequately for services rendered.**

When the individual records of all employees are reviewed periodically, it is your duty to see that their rates of pay are adjusted fairly. Compensation should be based upon ability, responsibility, length of service and capacity for growth, giving due consideration to cost of living, general business conditions and wages paid by other concerns in the same territory for comparable work.
- II. **To maintain reasonable hours of work and safe working conditions.**

Special attention must be paid to conserving the well-being of employees in equipping and maintaining shops, warehouses, offices, restaurants and rest rooms and other facilities for comfort and convenience. Careful consideration must be given to hours of work, vacations, medical service and payment in case of absence.
- III. **To provide continuous employment consistent with business conditions.**

In the management of the business a continuous effort must be made to provide steady work and permanent employment. When reduction in force is unavoidable, consideration should be given to retaining long-service employees. When additions are made to the force, preference should be given to former employees. Continuity of employees' service records should be guarded.
- IV. **To place employees in the kind of work best suited to their abilities.**

Consideration must be given to placing each employee in the kind of work which offers opportunity for his maximum growth and usefulness. Great care should be used in assigning employees to work when they are first employed, and trial should be given on different types of work when necessary.
- V. **To help each individual to progress in the Company's service.**

When vacancies occur, those already in the Company are entitled to first consideration. Every employee should understand the relation of his work to that of the Company as a whole, and there should be provision for training on the job, variety and progression of experience. Information and advice should be made available for those wishing to take advantage of outside educational opportunities.
- VI. **To aid employees in times of need.**

It is necessary for you to understand fully the purpose and scope of the Employees' Benefit Plan for giving aid in times of disability due to sickness or accident, and for granting retiring allowances. You should keep informed regarding loan funds available for meeting other emergencies.
- VII. **To encourage thrift.**

You are responsible for keeping your people informed and interested in the Stock Purchase Plan and other means available for encouraging thrift. Employees desiring information and counsel should be put in touch with those best qualified to advise on matters of home buying or building, use of banking facilities, insurance programs and other personal financial problems.
- VIII. **To cooperate in social, athletic and other recreational activities.**

Encouragement may be given by supplying facilities, by sharing in the operating expenses of organized activities of this character, and by making better use of opportunities existing in the community.
- IX. **To accord to each employee the right to discuss freely with executives any matters concerning his or her welfare or the Company's interest.**

It is your duty to establish the conviction among those whom you direct or with whom you come in contact that sympathetic and unprejudiced consideration will be given to any employee who wishes to discuss with you and with Company executives matters of his or her welfare or the Company's interest.
- X. **To carry on the daily work in a spirit of friendliness.**

As the Company grows it must be more human—not less so. Discipline, standards and precedents become more necessary with size, but the spirit in which they are administered must be friendly as well as just. Courtesy is as important within the organization as in dealing with outsiders. Inefficiency and indifference cannot be tolerated, but the effort of supervisors must be increasingly directed at building up in every department a loyal and enthusiastic interest in the Company's work.