

# THE VALLEY VOICE

Merrimack Valley Works  
March/April, 1985

## Ben Dewhirst Wins Contest

# TRIM Chosen As MRP II Project Name



*Ben Dewhirst accepts a check for \$125.00 from General Manager Bob Cowley for his winning entry. At left is his section chief, Ron Panek, and at right, Assistant Manager Joe Giampa, representing the AMAPS Project Review Board.*

improve customer service, reduce investment and improve the flow of our manufacturing processes to eliminate excess work in process on the shop floor. Current plans call for TRIM implementation in the Thin Film shop by this summer. A group of user teams and MRP staffers, working with the corporate Business Resource Planning (BRP) organization and ISD support personnel from the North Carolina Works, is spearheading the enormous effort to prepare for the transition.

On one hand, TRIM implementation represents the culmination of MRP education at Merrimack Valley, dating back to the Buker seminars and incorporating the lessons of the Deming seminars. On the other, it is the initiation of a new business process.

Ben Dewhirst has demonstrated *his* understanding of the principles of MRP II. But our success in achieving and maintaining Class A user status depends on everyone's application of the concepts of closed loop MRP II embodied in TRIM. So, as a reminder to all of us to practice the principles of MRP II, a logo is being developed to depict the meaning and message of Total Resource and Inventory Management.

You'll be seeing and hearing a lot more about TRIM.

Ben Dewhirst, a 34 grade stock selector in Department 88298, has won the contest to name the MRP II/AMAPS project at Merrimack Valley, announced in these pages in the November/December edition.

Combining his knowledge of the Japanese industry's credo that "investment is evil" with his awareness of the concepts incorporated in closed loop Manufacturing Resource Planning (MRP II), he submitted as his entry the acronym TRIM (Total Resource and Inventory Management). The judges were members of the AMAPS Project Review Board, which monitors the progress of MRP II implementation at the Works.

In September, 1984, AT&T Technologies, Inc., signed a contract with Comserv Corporation in which it purchased consulting services and MRP II software modules. These modules are marketed by Comserv under the title, "Advanced Manufacturing Accounting Production System/Quantum Series (AMAPS/Q)."

The MRP II/AMAPS project, now entitled TRIM, is the vehicle by which we are funneling our efforts to



*Ben is congratulated by Joe Massa and JoAnn Prunier of the MRP II staff, 88050.*

# To Your Health



by  
**Dr. Don Waugh**  
Works Medical Director

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## THE VALLEY VOICE

Published for AT&T Network Systems and AT&T Bell Laboratories employees of the Merrimack Valley Works  
1600 Osgood Street  
N. Andover, Massachusetts 01845

Bernie Mooers, Editor  
(617) 681-2307



## Rating your lifestyle

A great many factors affect our health. Our daily habits, which may seem insignificant when viewed singly, add up to a specific lifestyle. Some lifestyles are healthier than others. The following test was designed by the Canadian Department of Health and Welfare to aid people in rating the healthiness of their lifestyles. Pick the responses that most accurately reflect your habits, and then see how you score:

### EXERCISE

Amount of physical activity expended during week: Heavy physical walking or housework — 1  
Desk work — 3  
Participation in physical activities: Daily — 1 Weekly — 3 Seldom — 5  
Average miles walked or jogged per day: One or more — 1 Less than one — 3 None — 5  
Flights of stairs climbed per day: More than ten — 1 less than ten — 3 None — 5

### NUTRITION

Are you overweight? No — 1 Yes (5-19 lbs.) — 3 Yes (20 lbs. or more) — 5  
Do you eat a variety of foods — fruits, vegetables, cereals, meats? Yes, each day — 1 Yes, three times per week — 3

### PERSONAL HEALTH

Do you experience periods of depression? Seldom — 1 Occasionally — 3 Frequently — 5  
Does anxiety interfere with your daily activities? No — 1 Occasionally — 3 Frequently — 5  
Do you get enough satisfying sleep? Yes — 1 No — 3  
Are you aware of the causes and dangers of venereal disease? Yes — 1 No — 3

### DRUGS

Do you take drugs illegally? No — 1 Yes — 5  
Do you consume alcoholic beverages with certain drugs? No — 1 Yes — 5  
Do you use pain killers improperly or excessively? No — 1 Yes — 5

### TOBACCO

Cigarettes smoked per day: None — 1 Less than ten — 3 More than ten — 5  
Cigars smoked per day: None — 1 Less than five — 3 More than five — 5  
Pipe tobacco pouches per week: None - 1 Two or less — 3 More than two — 5

### ALCOHOL

Average number of bottles of beer (12 oz.) per week: 0-7 — 1 8-15 — 3 16 or more — 5  
Average number of glasses (5 oz.) of wine per week: 0-7 — 1 8-15 — 3 16 or more — 5  
Average number of hard liquor drinks (1.5 oz.) per week: 0-7 — 1 8-15 — 3 16 or more — 5  
Total number of drinks per week, including beer, wine and liquor: 0-7 — 1 8-15 — 3 16 or more — 5

### ROAD AND WATER SAFETY

Mileage per year as driver or passenger: Less than 10,000 miles — 1 More than 10,000 miles — 3  
Do you often exceed the speed limit? No — 1 Yes, by 10 mph or more — 3 Yes, by 20 mph or more — 5  
Do you wear a seatbelt? Always — 1 Occasionally — 3 Never — 5  
Do you drive a motorcycle, moped or snowmobile? No — 1 Yes — 3  
If yes above, do you always wear a safety helmet? Yes — 1 No — 5  
Do you ever drive under the influence of alcohol? Never — 1 Occasionally — 5  
Do you ever drive when your ability may be affected by drugs? Never — 1 Occasionally — 5  
Are you aware of water safety rules? Yes — 1 No — 5  
Do you wear a life jacket when participating in water sports or boating? Yes — 1 No — 3

### GENERAL

Average time watching TV per day (in hours) 0-1 — 1 1-4 — 3 4 or more — 5  
Are you familiar with first-aid procedures? Yes — 1 No — 3  
Do you ever smoke in bed? No — 1 Yes — 5

### How you scored

Total the numbers beside your answers. If you scored 34-45 your lifestyle is a healthy one, based on sensible habits. If you scored 46-55 you have a sound grasp of basic health principles. With a minimum change, you could develop excellent health care habits. If you scored 56-65 you are taking unnecessary risks with your health. It would be wise to change your habits in those areas where you gained points. If you scored 65 or over, either you have little personal awareness of good health habits or you are choosing to ignore them.

If you aren't satisfied with your score, look over the test to find you weak areas. Small changes in habits may add years to your life.

# EMC<sup>2</sup> = High Quality Connections

by Al Marzioli

EMC<sup>2</sup> may sound like something from the mind of Dr. Albert Einstein, but in this case it stands for a committee at Merrimack Valley formed to investigate and highlight the quality of electro-mechanical connections.

The Electro-Mechanical Connections Committee draws its membership from shop, engineering, quality organization and Bell Laboratories personnel. Its commission is to improve the processes involved in screw and nut, blade and receptacle, and crimp connections.



*The EMC<sup>2</sup> Committee: from left, Bob Burns, quality engineering; Alice Belanger, inspector; Ed Hoffman, Quality Assurance; Tom Preston, piece part engineering; Stan Dodds, Bell Labs (MV); Karla Twedt, product engineering; Don Nadeau, layout operator; Faye Knipe, tester; John Robinton, product quality checker; Bob Gerardi, product engineer (Chairman); and Dennis Sweeney, training associate. Not in photo: Marge Crewe, inspector.*

In the past, this important phase of quality has been more or less taken for granted. After all, what could go wrong after a nut or screw has been tightened in place?

The answer to that question is exactly the reason for the formation of the EMC<sup>2</sup> Committee. Many things can go wrong with screw and nut connections, and they create quality problems for our customers as well as for ourselves. Connections not securely fastened can cause operational failures. Moreover, they often result in the failure of some safety features, rendering the equipment potentially hazardous. In fact, screw and nut connections are now considered such a significant part of our overall quality picture that a special rating category has been set up by the Quality Assurance organization.

EMC<sup>2</sup> Committee members meet each week to review and discuss the week's activities and to decide what courses of action to take. To date they have worked on test procedures, tool calibration, digital torque testers, gauges, and step-by-step



*John Robinton and Alice Belanger check for correct torquing on a unit being worked on by Thelma Fletcher, left.*

procedures for determining "safe torque," as well as developing statistics and reporting procedures. In addition, they have issued special bulletins highlighting major problem areas. One in particular dealt with distorted receptacles and how to recognize this problem.

They are currently compiling a handbook for universal Works usage. The methods and procedures prescribed will set standards by which all electro-mechanical connections will be judged, so that, regardless of the product involved, similar connections will be checked by the same standards.



*Faye Knipe and Don Nadeau watch for proper insertion of a cable wire receptacle onto a blade by wireperson Chris Tuccolo.*

To make everyone aware of the need for higher quality in this area, an on-going program has been developed, which will include training sessions, seminars, and a Bell Labs intern program.

All these efforts are aimed at the high level of quality we must achieve, and which we intend to achieve, in our electro-mechanical connections.

# Works Observes Engineers Week

Engineering professionals of AT&T Network Systems and AT&T Bell Laboratories joined in several activities in observance of Engineers Week, February 18 through 22.

Area high school seniors interested in pursuing engineering careers were escorted on a tour of the Works; an open house for technical professionals was held in the evening during the week; and a series of technical lectures was offered.

The week was highlighted by a joint AT&T Network Systems/Bell Laboratories luncheon meeting on February 20 at the Volpe Center, Merrimack College, attended by approximately 1,100 persons. The guest speaker was Dr. R. W. Lucky, Executive Director, Communications Sciences Research Division, Bell Laboratories, and an internationally noted scientist and lecturer. His topic was, "Is there a future in communications?"

Special recognition was given to those receiving the Network Systems Engineering Excellence and the Bell Laboratories Distinguished Technical Staff awards.

## Engineering Excellence Award Winners

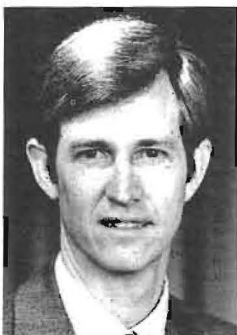
**Andre W. Yoshida, Information Systems Staff Member — 49450**  
Diagnostic Software Design



Andre has done an outstanding job in redesigning the diagnostic software for the Data Communications Network (DCN). His redesign of the DCN sanity greatly increased its reliability in addition to providing more testing capability while running in only one-fifth the amount of time.

Because of his work in this area, Andre has been instrumental in providing support and documentation to the Bell Operating Companies on the DCN.

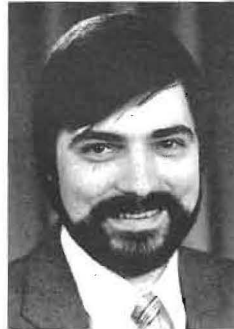
**Ted Dangelmayer, Senior Engineer — 70120**  
Electrostatic Discharge Control



During the past five years, Ted has emerged as the top consultant on Electrostatic Discharge (ESD) control techniques at the Merrimack Valley Works as well as throughout AT&T Technologies. Since discovering, through controlled experimentation, the significant amount of product damaged by ESD, Ted has been the driving force behind our plantwide effort

to protect our product against ESD losses. This ESD control plan, which has been implemented at Merrimack Valley, is considered to be the model in AT&T Technologies, and as such has subsequently been adopted as corporate policy for all locations.

**Steve Lefoley, Planning Engineer — 71110**  
Lightwave Test Engineer



Steve won the Engineering Excellence Award for his work in the Lightwave regenerator test area. He has made significant contributions toward the testing philosophy and the test set development of the 8A (FT3) and 11A (FT3C) regenerators. He was also selected for special assignment as a resident visitor at AT&T Bell Laboratories in Holmdel, with responsibility for developing the test software for

the 15E, 15F (FT series G) Lightwave regenerators.

Steve received a B.S.E.E. from the University of Maine in 1977 and an MBA from Northeastern University in 1982. He is currently attending Northeastern in a Science and Engineering fellowship program for his M.S.E.E.

**Ken Deming, Senior Planning Engineer — 71350**  
Technology Transfer



Through research, innovative planning and engineering, Ken has developed the groundwork and guidelines for implementing Technology Transfers and Work Assist Projects for the manufacture of AT&T products off-shore. He is invaluable in consulting AT&T International regarding off-shore manufacturing improvements.

By recognizing and researching the importation tax implications, he was able to save the company many dollars by minimizing customs duties costs associated with international manufacturing and marketing. Ken also provided outstanding leadership and engineering in the planning and coordination of the process development of the D4 "A" line, which realized a reduction of inventory, a shorter manufacturing interval and a significant increase in capacity.

# Distinguished Technical Staff Award Winners

(Bell Labs' Distinguished Technical Staff Award is presented to non-supervisory members of the Technical Staff with ten years or more of professional experience in recognition of sustained individual performance.)

**Jonathan W. Smith**  
Terminal Applications Engineering



Jon is a technical expert on signalling, and an almost irreplaceable resource in the switching and transmission world. He has provided excellent analytical contributions over a wide range of technical areas. He contributes to the establishment of many interface specifications for industry standards.

**Robert W. Dalton**  
Digital Facilities Application



Bob has been a major contributor to a number of very successful product developments. He has been very involved with two of our highest quality and most reliable channel banks. Throughout his career, Bob has performed his responsibilities in a thoroughly professional manner, maintaining high quality standards in his own work and expecting high quality performance from those around him.

**Robert W. Judkins**  
Radio Systems Development



Bob's distinguished career as a designer of microwave circuits began in the field of ferrites and magnetic components. His next assignments encompassed products which became and continue to be the backbone of our microwave network. He has been a key contributor to radio systems for both international and domestic applications. Throughout his entire career he has been widely used as a consultant and trouble-shooter for microwave design problems.

**Joseph E. Landry**  
Digital Terminals

Joe, who was not available for a photograph because of illness, has a strong understanding of the needs of our digital terminal customers. He designs hardware at all levels. Joe is ingenious in his designs and is actively consulted with by peers and patent attorneys. He holds three patents and received the Best Paper in the Bell System Technical Journal Award in 1982.

## Attention Pioneers

Volunteers are needed on all shifts to contact people eligible for Pioneer membership, on a one-to-one basis. If you can help, fill out the coupon at right and mail or take it to the Pioneer office.

(please print)

Name: \_\_\_\_\_

Dept.: \_\_\_\_\_ Ext.: \_\_\_\_\_

## Employees Suggestion Program

### Three Share \$2,726.19



John Coppola, Bill Arsenault and Donna Luciano, employees of the Salem Plant, shared an award of \$2,726.19 for proposing precutting and prepping the cables used on the J98743 BA-1 unit. Presenting the award is General Manager Bob Cowley.



Kevin Sirois accepts a check from Director of Engineering Zach Fluhr, right, as section chief Ray Dykstra looks on. Kevin proposed sample testing the 983A and ED3C655-31 equalizer, 1040A, and 1041A network.



Cathy Stiennen and Jim Wilson shared an award of \$1,900.00 for their suggestion to add a lip to the rails of the Luther Maelzer Adapters. General Manager Cowley presented the award; at left is section chief Al Savoie, and at right, section chief Joe Pascucci.



Al Ragust receives an award of \$1,200.00 from Director Ron Tevonian for his suggestion to retap stripped threads on FA773 and I2L heat sinks. At right is section chief Vinnie Riviezzo.

## Other Awards

\$460  
Brenda A. Conkel  
\$450  
James B. Gatchell  
\$435  
Stephen J. Harris  
\$390  
Marlene G. Hannagen  
\$385  
Donald G. Farley  
Raymond A. Germain  
\$302.91  
Donna M. Luciano (3)  
\$300  
Thomas A. Lacroix  
\$295  
Marylou G. Noonan  
\$275  
Michael E. Dawson  
\$227.18  
William P. Arsenault (4)

\$175  
Richard I. Lamprey  
\$160  
Arthur G. Gray  
\$155  
Frank C. Jacobucci  
James M. Krawec  
\$142.50  
Byron E. Kitsos  
John R. Vose  
\$140  
William B. Bartlett  
\$130  
Jean R. Raymond  
\$120  
Donald J. Antonucci  
\$115  
Paul N. Geggis  
Lisha A. Trolochaud  
\$110  
Dennis J. Garant

\$100  
Mary C. Davis  
James B. Gatchell  
Kathleen A. Hill  
Richard Kane  
Walter S. Kostrzewa  
Gerald R. Menard  
Thomas L. Nolet  
Kristina M. Sakash  
Robert Schechter  
Joseph W. Sullivan  
Constance M. Wright  
\$85  
Robert Desjardins  
\$80  
Enriquillo Redundo  
\$75  
Clyde L. Brown  
James F. Cloherty  
Michael G. Comeau  
Michael P. Costas  
Jose R. Cuevas

Terry Dalrymple  
Anthony Dellicolla  
Robert R. Gagne  
David R. Gauthier  
Raymond A. Germain (2)  
Bernard Godbout  
Richard C. Hamel  
Thomas R. Hart  
Richard G. Kane  
Anne R. Lambert  
Francis J. Lavallee  
Edward E. Mannion  
Gregory McKinley  
Carmelo B. Miragliotta  
Christopher P. Oberst  
Rita J. Parisi  
Alan D. Passler  
Charles A. Paul  
Daniel Perreault  
Ernest R. Picard  
Ronald D. Race  
Kevin W. Sarty  
Marlene L. Seaman  
Dianne Weeks

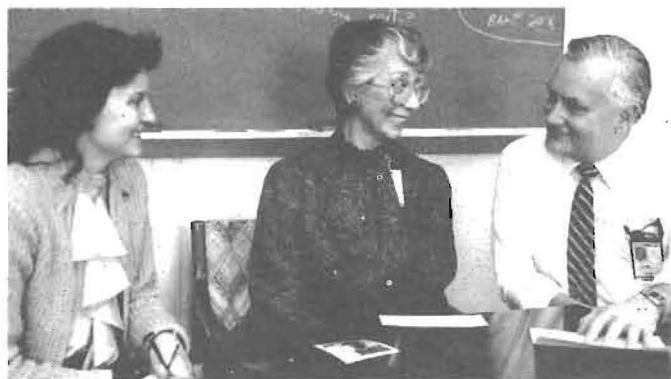


Mary Spina was awarded \$1,025.00 for her proposal to use a pneumatic nut driver to tighten six nuts on a D4 unit instead of hand tightening them with a Spintite. Presenting the award is Director of Manufacturing Jack Driscoll; at right is section chief Jim Linnehan.



Mary Mooradian, center, was presented an award of \$650.00 by Director Ron Tevonian for her suggestion to replace spacers and mounting hardware, used on D4 channel banks, with a plastic self-lock type stand-off spacer. At right is section chief Webbie Webster.

## Awards Total \$23,843.64



Ethel Fleming accepts an award of \$695.00 from Manager Al Carlson for proposing that a lead frame bond area be reduced in size. With her at left is section chief Theresa Brockelbank.



Kim Datalo was awarded \$525.00 by Director Jack Driscoll for his proposal to utilize all the probes on oscilloscope and switch output signals together with the use of a multiprogrammer. At left is section chief Bob Reed.

### \$50

Joseph M. Abraham  
James S. Angelone  
Thomas A. Archambault  
Louise M. Berube  
William L. Boddy  
Sabino Bolivar  
Gina M. Bordieri  
Louise Bussieres  
Regina J. Clifford  
James F. Cloherty  
Kevin M. Coco  
Carole P. Comeau  
Michael P. Costas (3)  
Kevin R. Davis  
Michael E. Dawson  
Donald G. Farley  
Walter I. Freeman  
Joseph A. Hadley  
Michael W. Hecken  
Paul E. Heinze  
John W. Judson  
Richard G. Kane  
Theodore J. Karcz (2)

Daniel J. McCarthy (2)  
Efren Melendez  
Shirley E. Mitchell  
James P. O'Leary  
Rose Pellerin  
David A. Polzetti  
Paula J. Richard  
Rafael A. Rodrigues  
Richard J. Rurak  
George Saba  
Charles W. Senter III (2)  
John R. Silvio  
Kevin J. Sirois  
Victor Stashewsky  
Diane L. Stefanilo  
Leonard Trahan  
Gloria C. Twine  
Keith A. Williams (2)  
Gertrude W. Wristen

### \$45

Peter Kahigian

### \$37.50

Michael E. Dawson  
Donald G. Farley  
Harry G. Guillemette  
Robert C. Hart  
Michael W. Hecken  
Philip L. Hirst  
Richard F. Jackman  
Rene R. Lambert  
\$35  
William F. Arivella  
Robert R. Desjardins

### \$25

Michael J. Archambault  
Armand R. Bisson  
Cheryl M. Bouchard  
Wilfred Boutin  
Frank S. Chapinski  
Mark M. Coppola  
Lois B. Fortuna  
Alfred A. Fraize  
Arthur G. Gray (2)  
Phillip J. Grillo  
Mary V. Johnson  
Paul W. Jordan  
Francis A. LaFleur  
James M. Krawec (2)  
Donna Luciano  
Daniel E. Mannion  
John J. Marcinkevich  
William E. Owen  
John P. Rose  
Mark P. Stack  
Cathy L. Stiennen  
Katherine M. Sweeney  
Ernest E. Viens  
Ray A. Woods  
Gary M. Zumpano

## Clark Shops Report to MVW



Manager Bob Wysocki meets with retiring Clark Shops Plant Manager Ray Newhart, left, and Ed Cronin, right, who is replacing him.

A new member of the Merrimack Valley Works family is the Clark Shops. The 180 AT&T Network Systems employees of this satellite plant are located in Clark, New Jersey, approximately 12 miles from New York City.

A one-product final assembly plant, Clark has been manufacturing high-quality submarine cable repeaters for 30 years. Current repeater production is for the Undersea Lightguide System (SL). This digital optical system will use single-mode fibers to carry data at a rate of 280 megabits per second in TAT-8, the eighth Transatlantic Telephone Cable. Clark repeaters will be spaced at 50-kilometer intervals to regenerate the signals and supervise the underwater system. Using digital speech compression techniques, a total system capacity of more than 35,000 two-way voice channels can be attained. This capability more than doubles all prior TAT analog capacity.

The reliability of Clark's repeaters depends upon the 430 type FICS and saw filters manufactured here at Merrimack Valley. These and other components must be perfect, since TAT-8 and similar underwater systems are guaranteed trouble-free for 10 years with no more than three shop repairs over 25 years.

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## In Memoriam

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Herman L. Linke, Jr., retired electrician, December 12.  
Raymond J. Nicol, retired stockkeeper, December 30.  
Rose E. Assad, retired inspector, January 10.  
Warren H. Sargent, retired security guard, January 21.  
Sally R. Derderian, bench hand, January 25.  
Eleanor C. Coburn, layout operator, January 28.  
Nathaniel Kee, receiver, January 30.  
Roy Moore, retired section chief, February 8.  
Walter J. Barlow, senior engineer, February 13.  
Richard W. Blaisdell, methods associate, February 23.

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## VOICEover

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On the wall above my typewriter (word processors came along a bit late for me) hangs a full-color aerial view of the Works. Beneath the photo are the words, "It ain't much, but it's home to me!"

Obviously this caption, written some years ago, was meant to be funny. But as I wind down my career and prepare to join the ranks of retirees, it occurs to me that there's more truth than jest to those words. After all, for thirty-three years I've spent a healthy slice of my waking hours at AT&T (oh, let's face it — I'll always think of it as Western Electric).

All in all, my association with the company has been a happy one. I suppose that statement will elicit snickers of ridicule from those who may be struggling to make a production rate, or have a boss they don't particularly care for, or feel they're overworked and underpaid. I've had those feelings myself at times; who hasn't? But remember, I'm looking back over my whole span of service, and in total, it's been great.

Of course, I have to admit that, for most of my service, I've been doing what I like most to do. (I hope it showed through on these pages.) Words have fascinated me ever since I learned to read, and the thrust of my education was toward a journalism degree. So it couldn't have gotten much better for me than to have served as publications editor. As a matter of fact, I've said to more than one person, "It beats working."

So snicker if you will at my feelings for the company. But I suspect that, if you hang in there, you too may someday leave with pleasant memories overall. I hope so.

Anyway, my thanks to all of you who have supported my efforts to get out a good employee newspaper. I know I wasn't always successful, but even when I missed the mark, it was fun.

So long. Take care of yourselves — and your company.

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## Security's Always in Season

The seasons change, but the need to protect company information never does. Keep prints, records and other documents from curious eyes. Our business is just that — *ours*.



# MEMORIES



# Cranium Crackers

## To Tell the Truth

If you seized upon the hint at the end of the “natives and settlers” problem in the last edition, you began with what A said. You don’t *know* what A said? Sure you do! Since natives always tell the truth, any native on the island would say he’s a native. And since settlers always lie, any settler would tell you the same thing — that he’s a native! Therefore, A *said* he’s a native, but at this point we don’t know whether he really *is*. To determine that, we go to B’s answer: “He said he’s a native, and he is.” Since we know that A did *say* he’s a native, B is telling the truth in the first part of his answer, which proves that B is a native. And, since natives *always* tell the truth, B must also be telling the truth in the second part of his answer: “and he is.” So A *is* a native. C, since he lied by saying, “No, he’s a settler,” proves himself to be a settler.

Now, switching from logic to math, look at the following addition:

$$\begin{array}{r} \text{FORTY} \\ \text{TEN} \\ \text{TEN} \\ \hline \text{SIXTY} \end{array}$$

Each letter above represents a digit from 0 through 9. If you make the correct substitutions, adding the numbers represented by the letters in FORTY, TEN and TEN will give you the number represented by the letters in SIXTY.

## Changing Signs For Changing Times



Workmen recently removed the old Western Electric lettering from the front of the office building, as shown in upper photo, and replaced them with a new sign identifying the Works as an AT&T Network Systems unit.



## Management Listens As Shop Employee Speaks



Mark Stack, a tester in the Microwave Integrated Circuit shop and an articulate proponent of the Employees Suggestion Program, was invited by manager Bob Wysocki to speak on the program at a recent 6000 organization results meeting.

Mark, who has won several suggestion awards, made the point that engineers aren’t always the sole experts when it comes to a particular product or procedure, emphasizing that the employees working on the product best know the difficulties involved in its production, and often have the best ideas to get around them. He further pointed out that the attitude of engineers should be supportive of the program.

In general, Mark said, the program is great, and he wishes that more people on the bench would get involved. The monetary rewards are potentially good, but, perhaps more importantly, the quality of our products is improved and our costs are lowered.

# Retirements

## Years of Service

January	
28	Theresa S. Beauregard
30	Pauline G. Beland
24	Robert P. Picard
28	Doris V. Welch
February	
19	Rose F. Antonakis
27	Albert E. Audette
20	Viola L. Baxter
29	Herbert G. Beshara
20	Joseph E. Bouchard
33	Robert T. Bradley
30	Franklin H. Briggs
32	Clifford J. Casey
19	Elza Casier
33	Howard F. Channell
17	Alvine N. Chory
38	Thomas W. Cleary
31	Thelma E. Cloutier
20	Lorraine K. Collins
32	Susan H. Congo
25	Gertrude Cosgrove
14	Mary E. Crane
25	Jeannette T. DeSando
30	Michael J. Distefano
37	Albert W. Eason
27	Thomas E. Fernald
13	Ethel A. Gallant
32	John J. Grasso
30	Arthur G. Gray, Jr.
27	Marlene G. Hannagan
32	Julia S. Harding
25	May R. Hedges
20	Ruth J. Higgins
29	J. Gerald Ingham
21	Genevieve B. Keefe
26	Charles J. Kiljook
24	Rene J. LaFlamme
21	Barbara M. Lavallee
28	Pearl R. Lavigne
23	Lorraine B. Lloyd
16	George R. MacKenzie
25	Gioia L. Michaud
32	Leonard Mixon
20	Anne W. Nalezinski
20	Freddie C. Nason
27	Norman B. Nickerson
31	Peter A. Nimerowski
31	Charles W. O'Connor
25	Aurora B. O'Keefe
39	John Pizar
17	Marietta F. Pollister
32	Joseph P. Sayewich
25	Robert Schechter
29	Rosemary P. Sciuto
22	Edna D. Sierpina

20	Steffan Simmons
28	Thomas G. Sousa
18	Reita G. Sweeney
27	Janet Tardy
31	Marie K. Tarzia
26	Louis R. Thibeault
23	John D. Tine
17	Phyllis P. Torrissi
27	Clyde M. Tozier
29	Frank E. Verdolotti
32	Carroll C. Webster
30	David R. Whittemore
22	James P. Zatzos

March	
25	Edward R. Bayley
30	Janet M. Blair
28	Marilyn J. Brady
38	Vernon S. Hammell
28	Helen K. Koczat
23	Ruth A. Lontine
22	Murray W. Obear
18	Helen T. Sedleski
23	Claire M. Shawcross
44	Adolph P. Seikunas
27	Winifred A. Valley

## Retiree Wins Pioneer Drawing



*Cora Windle of North Andover, a Works retiree, won a ceramic replica of a Cabbage Patch doll made by Pioneer Partner Connie Connors and offered as a prize in a Pioneer drawing. Presenting her prize is manager Tom Doyle, Chapter 78 Vice President.*

# AT&T 100 Years Old

On Monday, March 4, AT&T observed its 100th anniversary, which, as indicated in the story below, actually fell on March 3, a Sunday. The anniversary was marked by ceremonies at the New York Stock Exchange, other exchanges at which AT&T is traded, and at the new headquarters building in New York as well as at other AT&T locations.

On the last day of February 100 years ago, four men — three of them telephone people and the fourth a New York attorney — laid the groundwork for a new company that was to link New York City with virtually the rest of the world by telephone.

Three days later, on March 3, they filed incorporation papers, creating the American Telephone and Telegraph Company. Beginning merely as a subsidiary of the American Bell Telephone Company, the nation's telephone enterprise, it would quickly grow into the country's largest corporation.

Led by such men as Edward J. Hall, Jr. and Theodore N. Vail, the company that was set forth became the blueprint from which the Bell System and AT&T were organized. It set the standards by which telephony would be judged for years to come, and it established the goals and characteristics that would become buzzwords for telephone people around the world.

The legal document creating AT&T was signed by Hall, an employee of the Bell Telephone Company in Buffalo, Thomas B. Doolittle and Joseph P. Davis, both American Bell employees, and Amzi S. Dodd, a local attorney, on February 28, 1885. Vail, who had broadly outlined the purpose of the new company in a letter to Hall in the days before its incorporation, became its first president.

AT&T was organized to provide long-distance toll connections between local telephone companies licensed by the American Bell Telephone Company. The approach it would take in fulfilling that mission was clearly defined in a letter, dated May 12, 1885, from Hall to Vail. Hall outlined his vision of a network of interconnecting telephone lines that would enable anyone to call anyone else with a telephone. It was the first time a strategy for accomplishing ubiquitous telephone

service was set forth, and it represented an undertaking of considerable risk. Until that time, connections between long-distance and local exchanges had been impossible to sustain.

Although modeled after a corporate structure first suggested by the railroads, AT&T was a pioneer in developing and adapting the centralized structure for a large-scale organization. The structure was designed to deal with problems, such as the need for universal technical standards, not experienced by many companies. Without those standards, telephone connections between local companies were not possible. The structure continues in use today, not only within AT&T, but in other corporations as well.

Other decisions were made in the early years that had far-reaching effects for American business. One was Vail's decision to consolidate research and development into one organization within Western Electric, thus laying the foundation for Bell Laboratories. With this decision, AT&T was credited with being the first company to recognize and vigorously pursue industrial research.

Under Vail, AT&T also helped to set the stage for the modern era of telecommunications by settling government-business conflicts by compromise. In 1913, AT&T agreed to dispose of its holdings of Western Union stock, to cease purchasing any more independent telephone companies without government approval and, most importantly, it allowed for immediate connections between AT&T telephone lines and those of the independent companies. Known as the Kingsbury Commitment, the agreement gave millions of independent-company subscribers access to AT&T's long-distance services. It was seen as a major turning point for AT&T, and enabled the country to have one integrated telephone system.

In the years to follow, AT&T became the centerpiece of the world's information delivery system. In his book, *Telephone*, John Brooks says of AT&T and the telephone business: "Compared with other American corporations of exceptional age, size and power, AT&T has weathered the years strikingly well — has, indeed, come through a century with a remarkable vitality intact."