

THE VALLEY VOICE

Merrimack Valley
July 1986

COMMUNICATING



Jack Driscoll



Greg Hughes



Alan Moline



Al Carlson



Tom Doyle



Don Hevehan



Bob Wysocki

Time out for discussion

Throughout April and May, every Merrimack Valley Works employee was invited to attend "Time-Out." In 36 Time-Out sessions, approximately 10,000 people were asked to "take ownership" of AT&T by retiring Chairman of the Board Charles L. Brown.

Time-Out gave us the opportunity to find out where AT&T, Network Systems, Merrimack Valley and our own organizations stand with regard to our customers, investors and ourselves. The response was overwhelming.

With nearly 300 questions asked or issues raised, you had an impact on MVW.

Because of you, Salem II will have air conditioning by the end of August; missing prints were hand delivered to shop personnel; organizations were added to distribution lists; supplier quality problems were identified; and many studies on various subjects are currently being performed.

With all the questions concerning nearly every facet of AT&T, you managed to "stump" your presenters a few times.

If you were promised an answer, it's provided here. In addition, we invite you to read "Management Spotlight" in this Valley Voice edition. It addresses the Number 1 most-often-asked subject area — Factory of the Future.

Your presenters — Jack Driscoll, Director of Manufacturing Resource Planning; Greg Hughes, Director of Engineering; Alan Moline, Director of Engineering and Manufacturing - Components; Al Carlson, Manager, Engineering and Manufacturing - Components; Tom Doyle, Manager, Manufacturing Resources; Don Hevehan, Manager, Administration and Factory Support Services; and Bob Wysocki, Manager, Product Engineering — were moved by your concern and eagerness to participate. They wholeheartedly encourage you to keep it up — ask questions, share concerns, and *make waves*. It's the only way to "take ownership" and keep AT&T No. 1.

Now, here are your questions and an-

swers:

Q: Will more training be provided to keep up with technology?

As a result of the 3-level plan and the changing technology reflected by the Vision project, for example, the training organization will be expanding its staff to train and certify employees throughout the plant.

As the process evolves, every employee will benefit from some form of training. Salaried graded personnel will be requiring more exposure to UNIX and MRP II training in addition to other programs essential to their job requirements.

The Technical Professionals will be experiencing a greater emphasis on education as a result of recommendations of the Technical Professional Education Committee. We are also forming an education committee to address needs of the other management universes including supervisors and Professional Administrative employees.

It promises to be an exciting period ahead in terms of training and education for the entire work force as we expand the training organization and contract for training where needed to meet the challenges ahead.

Q: Will automation replace people?

Automation has been an on-going priority. Anyone who has watched MVW evolve over the years would readily admit that the degree of automation has increased dramatically, both in the component and equipment shops, as well as in the information handling areas.

Any discussions of the Factory of the Future and automation normally lead to questions concerning the impact of such developments on jobs. Those questions are difficult to answer very specifically, but one can accurately state that without such process improvements, our competitive position relative to quality and cost will deteriorate, and both our customers and our jobs will vanish.

Conversely, automation is expected to



EMPLOYEES take "Time out for discussion."

improve our cost position and provide greater pricing flexibility, which in turn increases our market share and/or provides funds for the development of new markets.

Both of these results create an increase in jobs, thus tempering the adverse impact on jobs initially caused by automation.

While it is premature to predict employment levels of the Factory of the Future, our vision indicates fewer production workers than we currently have on roll. It would be our objective, however, to allow our normal attrition to continue to avoid force adjustments to the extent possible.

Q: What can we do to improve the quality of our suppliers?

Several different activities are underway to improve quality of outside suppliers. An MVW vendor rating system is in place and being used by Purchasing.

The philosophy in the use of this system is to give business to those suppliers whose quality performance improves, and to reduce business to those suppliers who show no improvement or a downward trend.

A vendor quality team, comprised of Purchasing, Piece Part Engineering and Quality Engineering, periodically visits suppliers to offer assistance.

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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

Bob Gablosky, Editor
(617) 681-2307

AT&T provides single-chip intelligence

Berkeley Heights (NJ) — AT&T has announced the availability of a single chip that will provide all the intelligence needed for sophisticated, high speed communications among digital telephones, terminals, personal computers, and work stations in an Integrated Services Digital Network (ISDN).

The new chip is key to implementing ISDN — highly intelligent, multi-service networks of the future.

The new chip, called UNITE, can be used by any telecommunications equipment manufacturer and will allow fully digital transmission and reception of voice, data, video, hi-fidelity audio, and other forms of communications over two pairs of wires that currently carry simple telephone calls.

The UNITE chip is designed to be easy to use. Programmable features are provided so that many devices can be interfaced easily.

Noise immunity, circuit performance, and cost have all been factored into the design.

In short, UNITE offers superior performance at a competitive market price.

ON OUR COVER. . .

This month's cover features (from left) Louann Basillio, Department Chief, Works Forecasting, Merchandise and Stores Accounting, Accounting Dept.; Joe Comerford, Department Chief, DIF-DACS-TASI, Circuit Pack and Systems Test Department; and Irene Iuele, Billing Clerk, Accounting Department. Communicating is the featured theme of the July edition, and our cover trio is doing just that — communicating about the new look and content of the Valley Voice. We hope you will communicate with us and let us know what you think about the change. Your comments should be sent to Bob Gablosky, Editor, 11MV202101.

Time out for discussion

(Continued from Page 1)

The long-term goal is to narrow the supply base to a smaller number of high quality suppliers.

The incoming inspector organization, PMI, has introduced an immediate call routine back to a supplier when a non-conformance is detected.

This rapid feedback to a supplier will prevent the supplier from shipping any additional non-conforming material to our factory and allow them to take the proper corrective action in a shorter interval of time.

Q: What is the purpose of Bellcore?

Bell Communication Research (Bellcore) is a separate company created to function as the Research and Quality Assurance Representative of the seven Bell Operating Companies.

One of their functions in this capacity is to assure that the quality levels of the products purchased from the Merrimack Valley Works meet Bell Operating/contractual levels.

Much like our own Purchased Product Inspection (PPI), Bellcore samples products to specific sampling levels on a lot-by-lot basis.

The company, at the time of divestiture, agreed that it would perform all testing on products sampled by Bellcore (to speed up test and minimize test set interruption); and Bellcore agreed to eliminate lot-by-lot/end-of-line audits when they had assurance that our quality programs were operating consistently with our written documentation.

We are in a unique position of having for the first time in this location, non-AT&T personnel stationed on site, functioning as the representative of our customers.

Therefore, we have to assure that our day-to-day relationships are conducted in a business-like and ethical manner, much like we wish to be treated when we inspect products at our vendors.

Q: Are we going to computerize our telephone book which never seems to be updated?

The telephone list has been computerized. We are currently in the process of debugging and updating that list. It is anticipated that the next MVW telephone book will be published in the third quarter of 1986.

Q: Is it possible to develop some system to cut red tape and delays?

A committee formally dealing with this issue is being re-established. You will be hearing more about it shortly.

Q: Employee sales offered a typewriter around Christmas after the deadline to purchase. What's the holdup in getting the information out and why bother if it's too late?

Obviously, employee sale programs are intended to make it easy for employees to purchase AT&T products; no one benefits when information is distributed late, particularly close to a holiday season.

Typewriters were not offered nationally, but only tested in four cities in 1985. The decision was made late in the year to offer the products to employees in time for the Christmas season.

Arranging inventory and ordering information took longer than planned. Some facilities never received the flyers at all. The offer was extended to February. We've learned from the experience.

Q: How can other local retail stores sell our equipment for less than Phone Center stores or employee sales?

There are several possible reasons. First, Phone Centers are only one of several distribution channels for our products. Phone Centers offer excellent value and service while recovering costs — and earning profits for AT&T. AT&T provides suggested retail prices for products sold through other sales channels but has no control over final prices.

Also, like other companies, AT&T offers large volume discounts to some

Females making strides at MVW

Q: What does this location plan to do to inspire and motivate its female employees to move into management positions, positions of responsibility? Right now, it appears as though the majority of females are in clerical positions. This is discouraging and frustrating.

The following chart shows the strides women have made into MVW management positions over the last seven years. We encourage all employees to take advantage of any opportunity which will help them reach their career pathing goals.

Some of these opportunities include Tuition Refund for college degrees and MRP training classes for APICS certification.

If you are interested in a management position, we recommend that you speak to your supervisor. Make your goals known and find out what you should be doing to reach those goals.

Job Category	% Female		% Change
	1978	1985	
Department Chief	4%	6%	+ 50%
Section Chief	7%	19%	+ 171%
Engineer	13%	21%	+ 67%
Occ. Engineer	3%	8%	+ 167%
Eng. Assoc.	1%	8%	+ 800%
IS Assoc.	0%	35%	>1000%
PAE II	35%	40%	+ 14%
PAE III	0%	12%	>1000%
Technicians	15%	19%	+ 26%

distributors on some products, such as personal computers. These discounts are usually contingent on an agreement with the distributor to order the particular products in very large quantities within a certain period of time.

Distributors' sales organizations are occasionally unable to meet their objectives. Rather than return the products and forfeit the discount, some distributors sell their stock to resellers at or below their cost, to protect the profits they've already realized. Products thus resold are usually known as "grey market" goods, and are usually quickly resold at little profit to the reseller.

In the end, the customer benefits the least: resellers are usually unable to honor manufacturers' warranties and are unable to provide the protection and service offered by a legitimate AT&T distributor.

Q: Why can't we streamline phone sales to employees? It takes six weeks to get a phone and it is more expensive than in retail stores.

We've tried to avoid setting up a large organization to handle employee sales. It would add to the cost of providing the products and lead to higher prices.

We do not make significant profits on employee sales; the employee sale program is simply a way of providing employees with the opportunity to buy products at prices that are generally lower than those available through retail channels.

Q: How are we doing in the computer business?

We're doing well, considering we've been in the business less than three years. During that time we've introduced an entire product line and then some: at least three different personal computers (the PC 6300, the PC 6300 Plus, and the UNIX PC) plus a range of larger, 3B computers, plus associated software and applications programs. UNIX has been adopted by major customer groups in Japan and Europe as a new programming standard.

Overall, our customers and the prospects look excellent for continued growth.

Q: AT&T's cordless phone (NOMAD 4000) is advertised as having a range of 1000 feet. Bought one and it does good just to reach 100 feet. Why?

The owners' manual for the product explains the range of factors that may

affect the transmission range of the NOMAD 4000.

If the product appears defective, you should obviously return it for servicing or replacement.

Q: What other products will AT&T-IS go into, other than PCs and big computers such as 3Bs?

Generally, the AT&T-IS product line will continue to reflect a variety of products designed to help large end users move and manage information. We can't describe products that haven't been announced yet.

Q: Why are residential telephones not manufactured in the U.S.?

We were the last company that still manufactured telephone sets in the U.S. Our competitors manufacture telephone sets abroad at lower cost, and sell them at lower prices here in the U.S.

We were forced to move manufacturing abroad to remain in the telephone set business.

Q: What is AT&T's percent of the overseas long distance calling business?

Virtually all international calls are completed in cooperation with overseas telephone authorities; calling revenue is divided between AT&T and the telephone authorities. It's therefore impossible to identify an AT&T "share" of the overseas calling market.

We're facing increased competition in international calling from other long distance companies.

Q: Are MCI and Sprint long distance using AT&T lines, and if so, do they have to pay rental fees?

MCI, Sprint and many other companies, often referred to as resellers, use AT&T lines — and pay us for this service.

Q: Who pays the cost for carrier selection campaigns?

The cost of advertising our services, mailing and distributing brochures, building and staffing "sign-up" booths in shopping malls, etc., is all a business cost of AT&T Communications.

Q: How is AT&T growing internationally?

We're making good progress. We're active in many major overseas markets; in the last year we began major new ventures in Taiwan and Spain. We've just established our new international headquarters in Brussels.

OUR EMPLOYEES ARE HEARD

Employee Information Exchange Panel held at MVW

On May 30th, the first Employee Information Exchange Panel (EIEP) meeting was held at MVW.

The panel, consisting of the Small Staff and headed by Jack Heck, Manufacturing Vice President, invited 400 randomly selected employees to participate.

In Jack's letter to all employees announcing the panel, he stated, "In every job level within the company, there resides valuable first-hand knowledge which is sometimes difficult to process through 'normal' channels. Through the Employee Information Exchange Panel, we hope to provide a forum in which employees of all levels can exchange that knowledge and work together."

You did. A lot of information was shared and problem areas identified. The following is a recap of discussions for those who could not attend. Corrective actions taken or currently in process are noted beneath the original question and answer.

OPENING REMARKS BY JACK HECK

Why we're here: "The Business Policy Council was established by Wayne Weeks to provide a process for cutting through bureaucracy and getting things done. In the BPC meetings held around the country, Wayne and the other council members listen to people's concerns and try to do a better job of communicating.

"I've gone over the BPC tape many times and realized that (1) people care, (2) they want to see AT&T be successful, (3) they have lots of good ideas, and (4) the people want to be a part of the process. We've not done very well (in communicating and sharing ideas) in past years, but if we want to be in a competitive environment, we've got to change the way we do things.

"We are, need to be, and will stay a world class company providing world class products, with world class people working in a world class area.

"AT&T is No. 1. MVW is the largest, best, most effective producer of transmission products in the world. We will do all we can do to maintain that position and keep moving forward.

"I pledge my willingness to have you involved. I will listen, and do something."

Q: IS ANYONE LOOKING INTO OFFERING ONE LAYOUT OPERATOR COURSE WHICH WOULD PROVIDE CONSISTENCY?

(DON HEVEHAN) In the employee survey, training was one area where we were deficient. Training will receive greater attention in the coming months.

Jobs must become more flexible and will require training and retraining. Not just for layout operators, but all jobs.

Training will be one of the major thrusts of Factory of the Future.

Q: ROUTE CARDS SOMETIMES GET LOST. IS THERE A MORE EFFICIENT METHOD WHICH COULD BE USED?

(TOM DOYLE) You're in Salem where jobs are customer engineered.

I would like to minimize paperwork and have it delivered at the audit point. Maybe we can do something experimental at Salem.*

(*NOTE: Art Hatcher and his organization are now reviewing the whole paperwork/routings situation at Salem to streamline the process.)

Q: A LOT OF PEOPLE TAKE PRIDE IN THEIR WORK AND ARE AT WORK WHEN THEY'RE SUPPOSED TO BE. ANY PLANS FOR RECOGNITION OF THESE PEOPLE?

(DON HEVEHAN) One of the major points from the employee survey was that recognition was not there. Our attendance plan has not worked as well as it should

since it's punitive in nature.

Bob Pettrossi and I are looking at new plans. In addition, Bob Wysocki is looking into forms of recognition which will provide a pat on the back to groups of people.

(BOB WYSOCKI) The new Recognition Program for groups ties in with Merrimack Valley's objectives. When the objectives are met, the group, which consists of a shop unit with all of its support groups, will be recognized. I'm excited about this program, and you'll hear more about it in the near future.

Q: WE ARE EXPERIENCING A LOT OF NEW PROCEDURES AND THE PAPERWORK IS CREATING A BOTTLENECK. WHY CAN'T IT BE FLOW-CHARTED SO THE PEOPLE INVOLVED WILL KNOW WHO TO CONTACT IF A CHANGE HAS TO BE MADE?

(GREG HUGHES) We do have flow-charts, but we haven't communicated it well enough. This is an excellent suggestion, and we will communicate the new procedures to you.*

(*NOTE: Information process flow-charts have been shared with the files employees. Continued meetings with these employees are planned.)

Q: (JACK HECK) DON, WOULD YOU LIKE TO TALK ABOUT THE EFFECTS OF STRESS?

(DR. DON WAUGH) One common area of stress to many people is the effect of excessive cigarette smoke. We're addressing that problem.

Another area which needs to be addressed is, "Why doesn't AT&T and this location get more involved in physical fitness rooms where employees can work themselves into good physical condition?" This is the best way to reduce stress.

The major reason is the lack of funding. Another reason is the lack of space to accommodate all the people. We're working on it. Over the next year, we want to develop some type of program available to all employees.

We're looking for the best return for the money.

Q: PEOPLE WHO WORK WITH TERMINALS HAVE NECK PAIN AND TIRED EYES. IT'S NOT COMFORTABLE BECAUSE THE TERMINALS ARE ON DESKS. COULDN'T WE HAVE TABLES AT THE RIGHT HEIGHT TO AVOID THESE PROBLEMS?

(DR. DON WAUGH) Good point. This is in the area of biomechanics. Over 50% of the people have keyboards under their terminals. The keyboard is detachable (maybe people aren't aware of that) and can be placed in the lap or anywhere it is more convenient which could reduce the discomfort. If moving the keyboard doesn't make it easier, there are tables available. Speak to your supervisor.

Q: ARE THERE ANY PLANS TO ELIMINATE THE FACTORY WITHIN A FACTORY STRUCTURE?

(JACK HECK) We're trying to manage separate business units — lightwave, radio, etc., from a marketing and business point of view.

We need the right measurements to know what our costs are, how to manage it, and where to get our economies of scale.

Factory of the Future concept using leading edge/process/software technology to receive maximum benefits is the direction we're going in.

Q: A LOT OF COMMITMENTS ARE BEING MADE AND PEOPLE ARE STILL NOT BEING HELD ACCOUNT-



JACK HECK

... Employee Information Exchange Panel moderator

(*NOTE: People should expect some delay if the demand for courses exceeds supply. If this is the case, the information should get back to the MRP Manager, Al Simon. The two people who raised the question have been scheduled for classes.)

Q: HOW MUCH OF FACTORY OF THE FUTURE WILL BE AUTOMATED AND WILL IT ELIMINATE JOBS? WILL THERE BE RETRAINING FOR THESE PEOPLE?

(GREG HUGHES) The Factory of the Future objective is to improve turnover ratio, increase output, decrease inventory, and reduce cost which should increase market share as a result.

Q: (1) DO WE HAVE THE ABILITY TO SIMULATE A SELECT? (2) WHEN PARTS AREN'T THERE, DO WE HAVE THE ABILITY TO CHASE PARTS IN HERE?

(TOM DOYLE) (1) We have no software support to do that. Oklahoma City has been working on it and we're looking at getting it.

(2) We do have the capability to expedite. Unfortunately, we've spent so much time on current shortages we haven't been able to look very far ahead. We're trying to do this.

The second EIEP meeting was held July 25 while this paper was in printing. We will share that information in the August edition.

MVW staff changes are announced

Effective July 1, C.L. (Charlie) Higginson, Director of Division Staff — Network Systems Equipment Division, Morristown, N.J., was laterally transferred to Merrimack Valley to assume a new position as Director of Manufacturing.

On July 1, K.B. (Karen) Miller was promoted from Department Chief, Master Production Scheduling — Components, to Components Manufacturing Resource Planning Manager, replacing E.F. Dowd.

Also effective July 1, A.M. (Al) Simon, BRPS Project Administration Manager, Lisle, Ill., was laterally transferred to Merrimack Valley as Manufacturing Resource Planning Manager, replacing J.J. (Joe) Giampa.

On July 15, R.M. (Rod) Trombly, Supervisor, Engineering Research Center in New Jersey, was promoted to a new position at Merrimack Valley, becoming Information System Design Manager.

Effective Aug. 1, E.J. (Gene) Eckel, Vice President, Network Systems Equipment, was promoted to President and Chief Executive Officer, AT&T and Phillips Telecommunications (APT), located in the Netherlands. Mr. Eckel is replacing Alexander C. Stark, Jr.

Effective July 15, Al Basesy, Vice President, Manufacturing Network Systems Media Division, was named acting Vice President, Manufacturing, Network Systems Equipment Division, replacing Gene Eckel. Messrs. Basesy and Eckel had concurrent authority until Aug. 1.

ABLE. THIS WAS SOMETHING A COMMITTEE TRIED TO RESOLVE 18 MONTHS AGO.

(JACK HECK) We will hold people accountable. We have to get everyone to believe it, follow it, and enforce it.

This is part of the change we will be seeing. It won't be done in a negative way.

To hold people accountable, we have to communicate, set objectives, get people to make commitments to those objectives. It's a simple approach — do what you say you're going to do.

Q: REGARDING POOR COMMUNICATIONS AND PUBLIC RELATIONS, THERE IS A SERIOUS LACK OF COMMUNICATIONS FROM PR.

(DON HEVEHAN) We recognize that we have problems getting word out to a factory of this size. One suggestion is to establish communications media for the plant.

Video terminals at strategic places in the building could get instantaneous news out.

For written messages, our communication channels are varied. Sometimes organizations get missed. The first step is to get money in the budget for a video news medium.*

(*NOTE: A Communications Committee consisting of all levels of employees has been formed to identify and address issues regarding the improvement of communications at MVW.)

Q: WE HAVE BEEN TRYING TO SIGN UP FOR UNIX AND MRP COURSES FOR TWO YEARS, BUT TOLD THE CLASSES ARE FILLED UP ON THE SAME DAY WE GET THE NOTICE. WHY AREN'T CLASSES BEING EXPANDED?

(JOE GIAMPA) We publish when MRP courses are available for every session. The notices are sent to all supervisors, but we have to get the message down to the people.

We hope to get everyone trained over time, but we can't do it all at once. I will get with you and see what I can do.*

MANAGEMENT SPOTLIGHT

In our recent Time-Out sessions, questions regarding "Factory of the Future" ranked No. 1 above all other subjects. To answer your questions, Greg Hughes agreed to provide an overall explanation to help bring Vision/Factory of the Future into perspective.

Vision of the Future

An interview with
Greg Hughes,
Director of Engineering



WHAT IS VISION?

"Vision" is a view of what the Factory of the Future should be for Merrimack Valley to be absolutely the best in the world at what we do — "world class." The "Vision of the Future" is not just a production line. It's all equipment manufacturing. It's all component manufacturing. It's Personnel, Labor Relations, Safety, Public Relations, Quality, Accounting — it's *everything!* Vision is what's going to happen to Merrimack Valley in the future.

Vision is the result of Merrimack Valley being selected as the "Bold Initiative" site within AT&T Network Systems to help us in our evolution to the Factory of the

Future. We ought to be very pleased and proud that we're getting this corporate support because it means they realize how important Merrimack Valley is to all manufacturing.

WHY IS AT&T MOVING IN THIS FACTORY OF THE FUTURE DIRECTION?

We're doing it because we want to be the best, and although we're good, we're not the best in the world now. To be competitive in this world class economy, we have to be a world class manufacturer.

Our visits in the last year to leading competitors in the U.S. and Japan made it clear that we have to make bold changes to re-establish ourselves as the best. We have seen production go overseas in major industries like steel and consumer electronics. We must not let it happen in our line of products.

That's why we really want to have — ABSOLUTELY NEED TO HAVE — this vision implemented, and why we absolutely need the understanding and support of everybody in the factory to achieve the vision.



CAN YOU TELL US MORE ABOUT FACTORY OF THE FUTURE PLANS AND PROJECTS?

About nine months ago, we set up a department to outline our early vision of the Factory of the Future. At the beginning, our view was sketchy. As we brought more and more people and ideas into the process, the vision became clearer and clearer.

Currently, we have more than 150 part and full time people from Merrimack Valley and other AT&T locations making detailed plans. These plans are hundreds of pages long, containing thousands of action items. This document is our roadmap to achieving the "Vision."

The Vision of the Future involves many important projects. The components Factory already has a number of state-of-the-art processes in place. Work is continuing

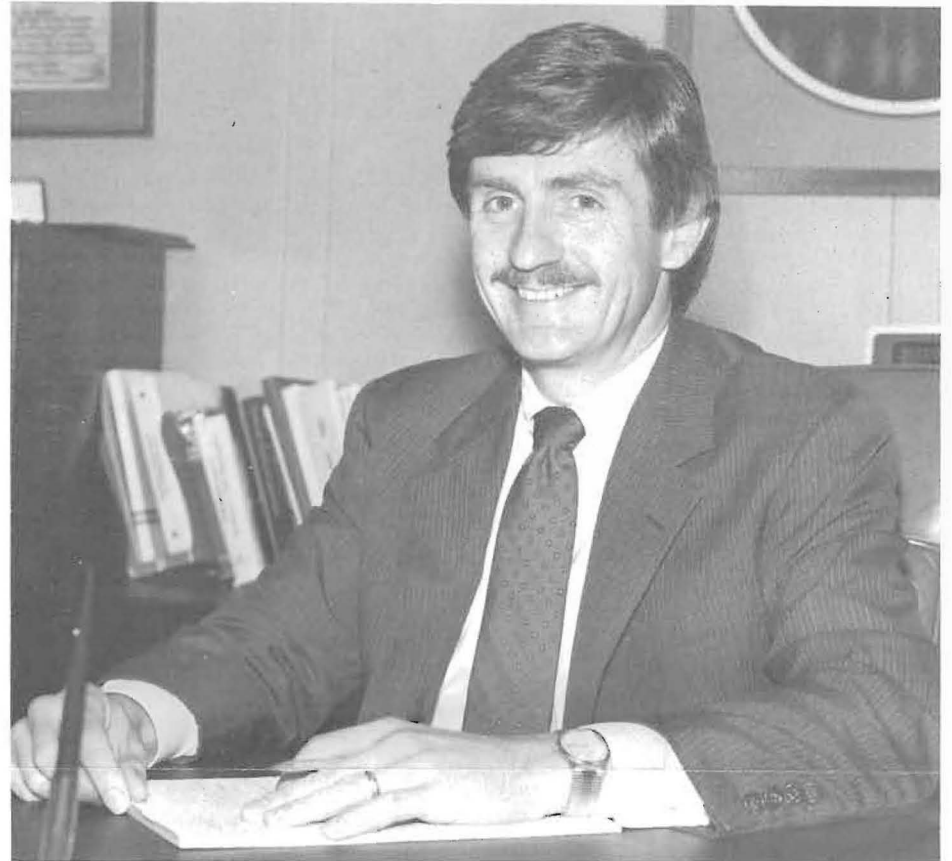
to integrate these operations and to achieve "just-in-time" and "pull manufacturing" into the mini-oscillator, printed wiring board and HIC shops.

The AIM (Automated In-Line Manufacture) Line project is another key part of the Factory of the Future. The AIM Line will be expanded, further automated, and integrated with the A-Lines to produce all D5, D4 and T1 circuit packs.

The Vision Line is a part of Merrimack Valley's future. The Vision Line is being planned as a total entity for system tested transmission products such as Lightwave, DACS, Digital Radio, Echo Cancellor and BCM.

The Vision Line includes modernization of receiving, the storeroom, circuit pack assembly and test, wired equipment assembly, system test, and shipping, plus the associated computerized information systems.

We have added to our Vision only recently, the integration of the components factory and the equipment factory to take advantage of the fact that we have here in this building, the only example within AT&T of vertical integration of components and



Greg Hughes, Director of Engineering

equipment. We feel that by having information systems and the physical automation to integrate these two, it will give us an advantage that the other factories don't have.

When these projects are in place, we'll have a fully modern world class factory. We expect to have it installed by the end of 1987, with a transition of product onto these lines during 1988, and the full Factory of the Future in late 1988.

HOW WILL THIS IMPACT ON EMPLOYEES?

To become world class, we have to reduce the cost of our products — that includes making it of a higher quality, producing less junk, and using less labor per unit.

If we do nothing, our costs will be too high, our market share will decrease, and our employment will drop dramatically. So the ideal is to modernize, increase quality, decrease cost and maintain our skilled and valuable employees. In fact, the Japanese have done just that.

Training, of course, is an important feature of the vision. It should make jobs more interesting. Employees will be doing more functions. There will be less repetitive work. The result is more interesting and more important jobs for each person in the Factory of the Future.

To get to our Vision of the Future, we need to make a variety of moves and rearrangements to create and prepare space for a world class manufacturing facility.

This will inconvenience a number of different people and shops, but we must continue to satisfy our current customers and simultaneously move forward to the future. In essence, what I'm saying is, "it's an inconvenience, but it must be done."

We also want to involve the shops and the QWL teams in understanding and working with the planners to get all of their ideas involved in this Factory of the Future.

Our people have all kinds of great ideas as proven by suggestion awards and QWL team suggestions. We want to incorporate these into our planning for the future.



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Vision of the Future

(Continued from page 4)

ANY LAST WORDS?

Before we end the interview, I want to say one more time that if anything comes through, it should be that the Vision of the Future is a *complete* system involving *all* different organizations. We are now integrating all of the plans into a single Factory of the Future — a single Vision of the Future — for the success of the entire Merrimack Valley Works.



It is critical to MVW's success that each of us understands and supports the Vision of the Future. To foster that understanding, we invite you to submit questions. Beginning with the August edition of Valley Voice, a regular Vision Q&A column will address these issues. Please submit your questions in writing to Bob Gablosky, Editor, Dept. 11MV202101.

The importance of effective communications

By JOSEPH J. GIAMPA

... Personnel and Public Relations Manager

The specific goal of our communications efforts is to achieve mutual confidence and understanding among all employees, management and nonmanagement, on matters of common concern.

This is vital if all employees are to support the actions essential to the success of the organization.

The mutual, and I stress *mutual*, interchange of facts, viewpoints and ideas will bring about unity of interest, unity of purpose and unity of effort that is required to achieve our goals.

It is critical in these days of growth in size and complexity, rapid changes and intensive foreign and domestic competition, that each employee be continuously and fully informed of the objectives, goals and progress of the company, the department and particularly the employee's own work group.

Each employee must also be given the maximum opportunity to express opinions and complaints without fear.

For us all to become better communicators, we must develop our skills in communications.

Answering the following questions will help pinpoint strengths as well as weaknesses in communicating. Continue to build in those areas of strength and work in areas that require improvement.

- Do you speak clearly?
- Do you use gestures, inflections and facial expressions to enhance what you say?
- Do some of your mannerisms distract the listener?
- Do you talk too fast or too slow?
- Do you make a conscious effort to improve your ability to speak to others?
- Do you use your voice to show interest and enthusiasm in what you are saying?
- Are you an effective listener?
- Do you watch the speaker for nonverbal clues which may help you interpret meaning?
- Do you concentrate on the speaker's major ideas instead of worrying about details?
- As you listen, do you try to eliminate any personal biases that might prevent you from hearing what the speaker has to say?
- Before answering speakers, are you usually certain that you understand their viewpoints?
- Do you feel that you must always have the last word?

Our objective in achieving excellence in communication requires two major elements: (1) that concise, relevant information be given to all employees so they are fully informed, and (2) that pertinent feedback from employees is reviewed so management is fully aware.



Joe Giampa



Joann Simes, section chief, Customer Service Department, receives a Bronze Eagle Award for outstanding customer service activities in 1985, from Donna Dunn, sales operations manager, Trans Corporate Management, Network Systems, Atlanta, Ga., second right, and Howard Juul, district manager, Material Management, AT&T-C, Kansas City, Mo., right. At left is Jack Heck, Manufacturing Vice President of MVW.

Linda Moore, Joann Simes cited for 'outstanding service'

Linda Moore, department chief, Customer Service Department, and Joann Simes, section chief in the same department, have been cited for "outstanding contributions for customer service activities at Merrimack Valley Works in 1985."

They were presented Bronze Eagle Awards by Donna Dunn, sales operations manager, Trans Corporate Management, Network Systems, Atlanta,

Ga., and Howard Juul, district manager, Material Management, AT&T Communications, Kansas City, Mo.

In presenting the awards, they noted, "We think it's significant to mention that even when Merrimack Valley had problems with servicing customers, Linda and Joann proved themselves to be a major force during this period of time. We see them as having stood out in overcoming this Merrimack Valley problem."

This is the first year the award has been given. Only three members of manufacturing locations received the award this year and Linda and Joann are the first two recipients.

Linda and Joann received bronze eagle statues mounted on wooden bases with metal plaques inscribed: "Presented for outstanding contributions during 1985 in support of sales operations — Trans Corporate Management Group."

The awards were presented at a luncheon July 17 with Jack Heck, Manufacturing Vice President of MVW, and other members of his staff.



Linda Moore, department chief, Customer Service Department, receives a Bronze Eagle Award for her outstanding contributions for customer service activities at MVW in 1985 by Paul D. Wise, left, and Gene E. Barnette, customer service managers, with Trans Corporate Management, Atlanta, Ga. Linda was also honored at a luncheon meeting with Jack Heck, Manufacturing Vice President of MVW.

THEY'RE HAPPY TO BE BACK AT WORK

Aftermath of AT&T strike

Most employees in the Merrimack Valley Works appeared happy that the 26-day-old strike was over as they returned to their jobs on June 27. And management was also happy to have them back.

Jack Heck, the Works' Manufacturing Vice President, was among those who welcomed back workers, telling them over the public address system on their first day of return: "For those of you who haven't been here during the strike, we missed you and we welcome you back."

He added: "I hope that you know that we value you as an employee and appreciate the contribution that you bring to your job."

Jack expressed thanks to those who did work during the strike and asked all the employees to resume working, as they did before the strike, with a goal of continuing as a team.

He said: "To those who have been here, I want to personally thank you for helping to sustain our business during this time. We all did what we had to do and I think we did it very professionally. Now it is time to put all this behind us and go forward as a team, a team working together to satisfy our customers, our company and one another."

Jack added that he was proud of the Merrimack Valley Works team and expressed hope that working together "we can catch up and satisfy our customers so that they don't go to our competitors which would be a terrible loss to all of us."

He concluded his message by wishing all the workers well. "Good luck," he said, "and let's do it together. Thank you very much."

* * * * *

(Accompanying this article are photos of some of the Merrimack Valley employees who were pleased that the strike was settled and happy to be back at work.)



JIM CURRIER
... Cost Accounting clerk,
Cost Accounting Dept.



ED HARTMANN
... Plant and Construction
Maintenance employee, Plant and Machine Maintenance Dept.



SANDI RUNIONS
... Data entry operator, Equipment and Apparatus Storeroom Dept.



RAMONA MARTINEZ
... Hand inserter, D4 High Volume Plug-In Assembly and Dispatch Dept.



SANDRA LEMIRE
... Stock maintenance clerk, Input Service Coordination Dept.



RALPH NEWHALL
... Utility operator, D5 High Speed Insertion Dept.

Bob Wysocki addresses Chamber meeting

Having manufacturing engineers work up front on loan with Bell Labs designers, insisting on full-system integration tests and successfully testing models of new designs before accepting the designs, have been cited as key factors in improving the design transfer of new products by Bob Wysocki, Manager, Product Engineering, at AT&T, Merrimack Valley Works, and a member of the Haverhill Chamber of Commerce Board of Directors.

He made the observations as one of three speakers at the recent annual luncheon meeting of the Greater Haverhill Chamber of Commerce.

Bob said the President's Commission on Industrial Competitiveness has stated that a major reason for the decline of U.S. industrial competitiveness has been the increasing failure of U.S. companies to move new products from the design stage through manufacturing and into markets in a timely and efficient way.

"Today," he said, "AT&T has formidable competition and to make our business more competitive, we must give more attention to manufacturing or process technology. We have the people and the equipment to assemble and test."

He stressed that a business such as AT&T requires an integrated manufacturing system approach, linking material input, improved design transfer, a humming manufacturing process and automated testing, all of which help increase "thruput" or velocity.

To remain competitive, he added, "we need to improve our turnover ratio (TOR), (which is compiled by taking the cost of total output and dividing by average inventories), and increasing material velocity or thruput. TOR really ties in the basic goals of improved material input and better design transfer, keeps all processes humming and increases automated testing."

He told of the intense work AT&T puts into improving designs, reducing intervals and costs, and improving the manufacturing processes.

Other speakers at the Chamber meeting were William Nofzger, President, Nefor Engineering and Manufacturing Co., Haverhill, and Joseph Duffey, Chancellor of the University of Massachusetts at Amherst.



Bob Wysocki, Manager, Product Engineering, AT&T, Merrimack Valley Works, speaks at a luncheon meeting of the Greater Haverhill Chamber of Commerce.

Tim McAdam honored

The son of an AT&T supervisor presented the graduation address and was winner of three prizes at commencement exercises of Brooks School, North Andover.

Timothy McAdam, 18, was one of 85 Brooks School seniors who received their diplomas on May 30. He is the son of Larry B. McAdam, section chief of the Shipping and Routing Department at AT&T, Merrimack Valley Works, North Andover, and Mrs. McAdam.

Timothy received the school's Phillips Brooks prize for love and service to the community, the Journalism Prize and the Classics Prize. He graduated *magna cum laude*.

Tim was selected by his classmates to deliver the graduation address. In his senior year, he was captain of the varsity football and baseball teams, and editor of the school paper, *The Brooks Shield*.

Security is our business

What we do at Merrimack Valley Works is our business. Try to keep it just that. Keep material, including prints, records and other documents, away from curious eyes.

Employees Suggestion Program



Dale Martin, left, and Clarence Johnson, right, product quality checkers in the Quality Appraisal and Control Dept., shared a \$1,625 Employees Suggestion Program Award (ESP) for proposing relocating local cable wiring and removing the C842784225 terminal which would no longer be required. Their checks were presented by Jack Heck, MVW Manufacturing Vice President, second right. Dale and Clarence's section chief, Cliff Dolfe Jr., looks on in the background.

Awards total \$9,345



Kevin T. Linehan, second left, and Paul G. Lambert, second right, both of the DIF, DACS & TASI-E Circuit Pack & System Test Section, are recipients of a combined award of \$3,185 for a suggestion that proposes changing the device of the AMM-109 circuit packs. Presenting their share of the award, at right, is Jack Heck, MVW Manufacturing Vice President. At left is Joe Comerford, department chief.

Other awards

(*Designates more than one award)

- \$635
Janet E. Arthur
- \$430
Habouba El-Kazzi
- \$300
Charlotte S. Dodge*
Daniel M. Kissel*
- \$255
Omar E. Tilton
- \$230
Byron E. Kitsos
- \$220
Harold J. Jennings
John S. Tedoldi
- \$200
William E. Owen*
- \$180
Ray J. Fredette
- \$175
Donald R. Jackson*
- \$150
Gloria L. Dinges
Mary V. Johnson
Gary A. Moran
- \$125
Edna D. Laperriere*
- \$100
George D. Boardman
Jay A. Bourque*
Walter I. Freeman
Christopher P. Obert*
- \$87.50
Mary E. Pina*
- \$75
Robert L. Ackerson
Robert W. Blomgren
Thomas L. Brown
Carol A. Buzzell
Lydia R. Carter
Patricia Censullo
Roger A. Chandonent
William W. Coe
Carol N. Desell
Michael J. Feole
Paul M. Giroux

- Frederick C. Guile
Paul E. Heinze
Mark A. Madonia
Richard F. Mazzaglia
Ann R. Peralta
John N. Poitras
Gregory J. Raymond
Debra J. Thompson
Deborah A. Thornhill
Richard F. Warner
Steven J. Willis
- \$50
Alfred T. Bencivenga
Richard J. Hale
Donald M. Manning
Gloria L. Morin
John H. Noury
- \$37.50
Robert A. Deloge
Joel A. Fries
Sav K. Good
Olga N. Jaglowski
Maximo Maldonado

- James McDonald
Carlos Raposo
Daniel A. White
- \$25
William L. Boddy
Tan K. Le
Joanne M. Browning
Scott D. Cole
Daniel J. D'Orazio
Sharon P. Duffen
Bert N. Fafard Jr.
Ronald R. Fauth
Robert E. George
Raymond A. Germain
Sharon J. Glidden
Robert G. Henault
David Polizzotti
Sharon Polizzotti
Candy J. Porro
Bruce D. Rockwood
- \$12.50
Lillian D. D'Arezzo



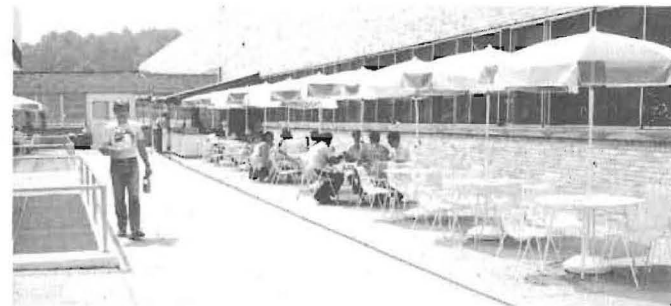
Doris Kemp, second left, assembler in the Microwave Integrated Circuit Apparatus Dept., and Bill Boddy, second right, a tester in the same department, are presented awards for suggestions in connection with their work from Assistant Manager Joe Frazetti, right. At left is their section chief, Armand Lamontagne. Doris received \$335 as her share in a joint suggestion with the late Tim Lawton. They proposed an improved method of assembling ferrite discs to ceramic substrates for integrated circuits. Bill received \$450 for a suggestion proposing elimination of test leads on oscillators by using cut-away oven box and clip leads.

Clark Shop recipients

- \$75
Armand Amabile
James D'Aloia
Antonio Degidio
Ernest Jeney
Walter Materowski
Robert Zbikowski
- \$50
Armand Amabile
Richard Bielen
Antonio Degidio
Armand Julg
Daniel Kosteck
Robert Moldenhauer

- \$25
James D'Aloia
Al Fetchko*
Robert Moldenhauer
Michael Schneider
Fred Tortorice
- \$12.50
Robert Fischer
Michael Schneider

Let
the
sun
shine
in



Merrimack Valley Works employees relax and eat lunch under new blue and white umbrellas in the main patio area between the front office and manufacturing buildings. The 15 new beach-type umbrellas with mesh tops are anchored into newly-painted metal patio tables. They replace umbrellas that had been donated by a major soft drink company. Green benches in the patio areas also are in the process of being repainted. Dick Full, Works Service Manager, says the improvements were designed to provide employees with a brighter, more cheerful place in which to relax or eat lunch.

NEWSLINE

Public Relations — AT&T, North Andover, MA

No. 11

RELEASE OF SAVINGS PLAN FIGURES IS DELAYED — Members of AT&T's savings plans should be aware that plan figures for April, May and June will be released in late summer or early fall. The reason for the delay is that the plan recordkeeper, American Transtech, is instituting a new way of calculating the value of your accounts, using cash values and earnings factors — not unit values. Later this summer, you'll receive a set of worksheets and instructions on how to keep track of your balances this way.

ON-SITE EDUCATION — Three APICS prep courses will be offered for the fall semester beginning the week of September 8. For more information, call Dawn Santo on Ext. 4738.

BAR CODING — Bar coding data collection is expected to be implemented in Thin Film's Metalization and Wet Rooms by the end of September.

TELEPHONE REIMBURSEMENT PROGRAM — In order to receive telephone reimbursement, the Payroll Department must receive your submitted bills within 12 months of the billing date. Due to past confusion on this issue, a temporary allowance has been made for active employees with telephone bills *older* than 12 months. If these bills are received by Payroll no later than Aug. 31, 1986, the employee will be reimbursed. Effective Sept. 1, however, no allowance for tardy reimbursement submittals will be granted.

RULES REMINDER — MVW has a published set of rules which serves to ensure that we conduct the Company's affairs in an orderly and businesslike manner, as well as safeguard the welfare of every employee. The rules are based on common sense and good citizenship. Over the years, we sometimes forget a few of the rules or bend them to serve our individual needs. But in a plant of over 10,000 people, "bending" or "forgetting" the rules could have a chaotic or even disastrous impact on plant operations and on us as individuals. To help in keeping good rules of conduct in the forefront of everyone's mind, we will be publishing "REMINDER" in every edition of NEWSLINE, which will address these issues.

With MVW's 30th anniversary approaching, we think it is appropriate to remind everyone about good housekeeping rules as quoted from the MVW Rules Handbook:

"Employees shall not write, print, paint, sketch, or otherwise deface any part of buildings, equipment or materials."

"Employees using desks, benches, machinery and tools shall maintain them in a clean and orderly manner, in accordance with accepted sanitary and safety procedures."

SAFETY GAME UPDATE — The Jet safety team became eligible to receive jackets when they reached 90 days without a lost time accident on Saturday, July 12th. Their jackets were ordered the following week and will be delivered in approximately five weeks. Six of the ten teams participating have now earned jackets.

MVW TRIVIA GAME — The first winners of the MVW Trivia Game are Lynda Scholz (1st shift winner) and Joan DiTommaso (2nd shift winner). In response to our first question, "Who was the first works manager of MVW?", Lynda and Joan correctly answered "Harvey G. Mehlhouse," who became the first works manager when Merrimack Valley achieved Works status on August 1, 1956.

Regretfully, we have no 3rd shift winner since no one on the 3rd shift submitted an answer. Hopefully, this will change in our next contest.

We've changed the rules a little. Here's how the contest works now: Throughout the summer, one or more trivia questions dealing with some aspect of MVW history will appear in every edition of NEWSLINE. One office employee and one 1st, 2nd, and 3rd shift shop employee will have their name drawn from a pool of correct answers to win a Merrimack Valley Works 30th Anniversary T-shirt. To be eligible to win, legibly write your answer on an 8½ x 11 sheet of paper. Include your name, department number, extension, the name of your supervisor, and (very important) your shift (and if 1st shift, indicate office or shop). Send your answers to Carolyn Hodge, Dept. 11MV202101. All answers must be received via company mail. Public Relations employees are not eligible.

We're going to give you two chances this time. Answer either one or both, but if you attempt both questions, please put them on separate sheets of paper for the drawing.

QUESTION NO. 1: Dettmer H. Otto, MVW Product Engineer, E. of M., made the first U.S.-to-Germany cable call. The call was made from Merrimack Valley Works in what year?

QUESTION NO. 2: Who was the first employee transferred to the Merrimack Valley Plant? **CLUE:** She still works here.



Trivia contest winners

The first T-shirt winners in a trivia contest appearing in *Newsline* are Joan DiTommaso, inspector in the MX-3 Circuit Pack, System Test, Test and Inspection Dept., left, and Lynda Scholz, office service clerk in the Field Construction, Analyst Office Services, Painters and Carpentry Dept. Joan represents the second shift, and Lynda, the first shift. There was no third-shift winner. (See *Newsline*, at left)



Jackets for winners

Team winners in the Safety Department's "safety game" received new jackets when they were distributed July 1 in the D5 Dept. Taking part in giving them out are Charlie Clark, seated; Bob Wells, left, and Mae Judge, safety advisors in the Safety Dept. The activity was part of the department's distribution of 5,000 jackets to members of five winning teams: Dolphins, Redskins, Eagles, Cardinals and Patriots.

Anyone for flying?

Steve Duquette, an AT&T employee in the Test Set Maintenance Dept., recently obtained his pilot's license and is seeking support to start an Airplane Pilot's Club.

He got his license at the Lawrence Airport after flying 40 hours — 20 dual flights and 20 solo flights. His license permits him to fly only under visual flight rules (VFR). He has not yet qualified as an instrument rated pilot.

According to Steve, having a pilot's license means he can rent a plane at any airport and take off alone or carry passengers. The only thing he can't do, he said, is fly for hire, but only for the sport or hobby.

He hopes to start a flying club among AT&T employees. He is a first-shift employee, working as a Group 2 Technician. He has been an AT&T employee since last December, having moved to this area from Dothan, Ala., where he worked as an avionics technician at Napier Air Service.

Anyone interested in the formation of a pilot's club can call him on X4204.



Steve Duquette

JACK YOUNG: 50 years with AT&T

John C. (Jack) Young, Department Chief in Industrial Engineering, has marked the 50th anniversary of his employment with AT&T, having joined the company on June 1, 1936.

Jack, who has no immediate plans to retire, remains active at work and in his off-hours, and enjoys relatively good health.

His current major outside activity is his deep involvement with the U.S. Ski Association as a nationally certified Alpine official and with the education and training of Alpine Ski officials in the Eastern Division.

As a member of the International Ski Federation (FIS), he is a licensed Technical Delegate for world events (there are only about 300 active members in the world) and is presently awaiting assignment for the 1988 Winter Olympic Games in Calgary, Alberta, Canada.

He was an Alpine official at the 1980 Winter Olympic Games at Lake Placid, N.Y.

Jack says he is the only AT&T employee who is an FIS Technical Delegate for International Alpine Ski Racing Competitions and is quite proud of that accomplishment.

His interest in skiing grew through the

activities of his son, Scott, 28, a former member of the U.S. Ski Team and now the men's Alpine Ski coach at Middlebury College in Vermont.

Jack joined AT&T 50 years ago at the Kearny, N.J., Works, where he was in Equipment Engineering until 1942 when he entered the U.S. Air Force.

While in the military, he served in the Eighth Air Force in the European Theater of Operations, involving B17 aircraft. On one bombing mission early in 1944, his B17 — in which he was the bombardier — was shot down near Osnabruck, Germany, and he spent 15 months, until the end of the war, in a Prisoner of War Camp.

After World War II he returned to the Kearny Works where he was assigned to Production Control.

He became a supervisor there in the Carrier Equipment, Piece Part and Metal Finishing Shop in 1946, and in 1947, he was assigned to Industrial Engineering, remaining in that branch of the company.

In 1952, he transferred to the Lawrence Shop and in 1956, he moved to the North Andover plant where he was promoted to Department Chief in 1957.

He transferred to the San Ramon Valley Operations plant in California in 1971, when he became Department Chief of



Jack Young, left, is presented a plaque in honor of his 50 years with AT&T by Jack Heck, Manufacturing Vice President of Merrimack Valley Works.

Industrial and Plant Engineering, Safety and Health. He returned to Merrimack Valley in 1975 and has been here since.

His department currently is responsible for Industrial Engineering of Equipment Manufacturing.

Jack, a native of Nutley, N.J., lives in Rye, N.H., with his wife, Claire, and their son, Scott. He also has a daughter, Elizabeth Bartley, and two grandchildren: Abigail, 3, and Trevor, 1.

Jack joined the company three weeks prior to graduating from high school. While employed with AT&T, he graduated from Rutgers University in New Jersey, earning a bachelor of science degree in Management Engineering. He later earned a master's degree in business administration while attending Boston University Graduate School.

On Monday, June 2, a reception was held in the third-floor board room at the North Andover Works in honor of Jack's anniversary. Many of his friends and co-workers came to offer their congratulations.

Jack Heck, Manufacturing Vice President of Merrimack Valley Works, presented Jack with a plaque commemorating the occasion of his 50 years with AT&T.

Gail Denton saves a life

(Editor's note: Gail D. Denton, of Kingston, N.H., is a section chief in the GDX HIC Manufacturing Dept. at AT&T, Merrimack Valley Works, North Andover, Mass., having been transferred from the Hawthorne, Ill. plant two years ago. This is her story about an incident in front of her home on Saturday, May 10. In recognition of her heroic efforts, Gail's name has been submitted for consideration for AT&T's Vail Award.)

By GAIL D. DENTON

It was a typically quiet Saturday night. It was 11:30 and I had just gone to bed when my mother, with whom I live, called from the kitchen to tell me there had been an auto accident across the street. She shouted that she didn't see anyone moving at the scene and that the wrecked car was on fire.

I ran out of my room, threw on a coat and, in my bare feet, ran across the street. As I approached the burning car, I saw that the entire front of the two-door model was mangled.

I tried to open the door on the driver's side but it was jammed, so I ran around to the other side as I saw someone moving in the back seat. I could barely see through the smoke in the car. When he saw me, the fellow in the car shouted, "Get me out of here," but I couldn't get either door open.

Meanwhile, a teenage boy who had been babysitting at a neighbor's house arrived. By this time, the whole front seat was in flames. A rear side window was broken, so I asked the boy to help me get the fellow out through the window opening.

The car was on four wheels between two trees, into which it had crashed.

We tugged and pulled and finally got the fellow out through the small window opening. His head was bleeding and we knew his left leg was broken because it was completely turned around. Since we believed the car would blow up at any time, we dragged him across the street to the front lawn of my home.

I'll never know how we ever got him out through that window. He was a very big guy and the triangular-shaped rear window didn't seem that large. But we had done what appeared to be impossible.

The entire car was now in flames and I thought it still would blow up at any second. We placed the injured fellow in a sitting position on the lawn. I held him up by the shoulders and talked to him, asking him if there were others with him.

He assured me he was alone in the car. It appeared he was in shock as I kept him as comfortable as I could. The police arrived and, shortly after, the paramedics were on the scene.

I believe my actions actually saved this fellow's life. If this had happened down the road, for instance, he would have burned to death. There's no way he could have gotten himself out of that car and there would have been no one around to help him.

He was darned lucky.



Gail D. Denton

Dr. Grillo heads safety council

Dr. Gene P. Grillo, consultant in the field of environmental health engineering at AT&T, Merrimack Valley Works, North Andover, has been elected to a third term as president of the Massachusetts Safety Council.

He also is chairman of the Council's board of directors and a member of its executive committee.

The Council is comprised of more than 400 member organizations and works to disseminate safety information and establish accident prevention programs in eastern Massachusetts. The Council also works with other charitable associations, schools, businesses, and state and municipal governments to promote safety awareness.

Its major programs include occupational safety and health, traffic safety, public information and a film/slide library. Within these program areas, personnel are involved in activities such as supervisory development, forklift training, defensive driving training, home safety and a multi-media highway safety campaign.

Dr. Grillo has been an AT&T employee for 29 years, all of it at Merrimack Valley Works with the exception of two years as a (transmission equipment) consultant in Boston for former MVW General Manager Harry Snook.

In his present job at Merrimack Valley, Dr. Grillo is involved in areas of industrial hygiene, biomechanics and toxicology.

Currently, he is serving his fifth two-year term as a member of the Haverhill City Council and is environmental consultant for the City of Haverhill on a civic-service basis. He is a former chairman of the Massachusetts Board of Higher Education, the predecessor to the present State Board of Regents, having served 12 years.

He presently holds a full professorship at Boston University in occupational health, and is a member of the board of advisors of Sargent College of Allied Health Science of Boston University.

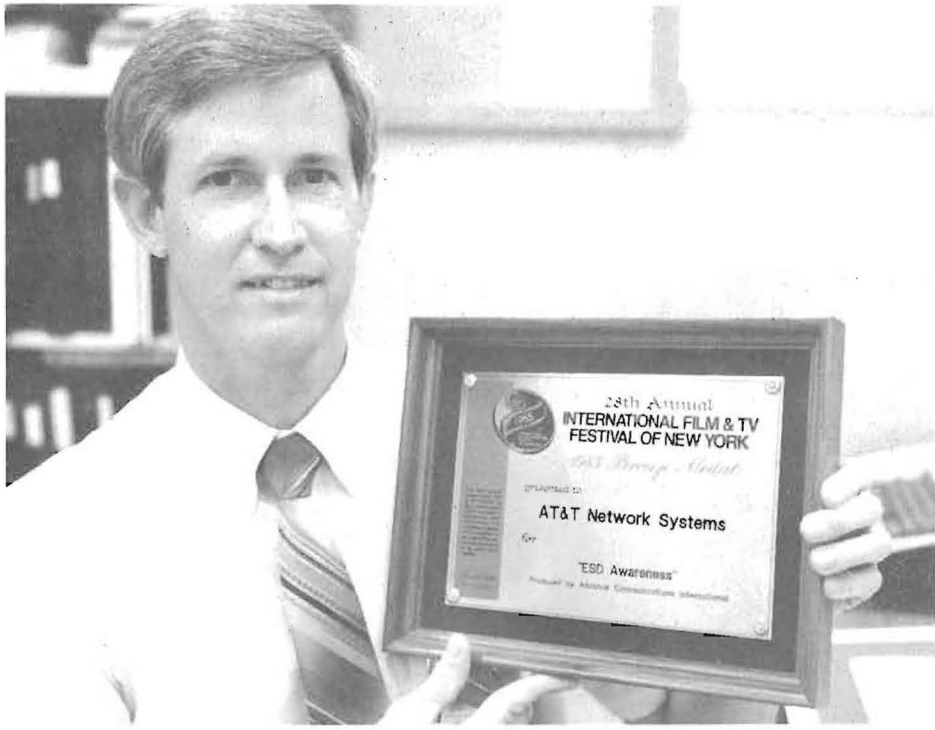
For many years, he was a lecturer in ergonomics and biomechanics at Harvard School of Public Health.

Dr. Grillo is a resident of Bradford.



Dr. Gene P. Grillo

Ted Dangelmayer helps develop award videotape



Ted Dangelmayer, senior engineer at Merrimack Valley Works, holds bronze-medal plaque which honors MVW and Product Line Management for winning third place in the worldwide International Film and TV Festival of New York for a video tape entry entitled "1985 ESD Awareness Systems." The plaque is on exhibit in the display showcase of the North Andover plant's main front entrance.

A videotape on electrostatic discharge (ESD), which was developed as the result of efforts of an AT&T Merrimack Valley Works engineer, has placed third in worldwide competition.

Ted Dangelmayer, AT&T senior engineer at AT&T's North Andover plant, helped put the tape together and was the technical consultant responsible for the tape's subject matter and technical accuracy.

The tape, entitled "1985 ESD Awareness Systems," won third place in the 28th annual International Film and TV Festival of New York. It was among 300 entries from all over the world.

A bronze-medal plaque was presented to Jack Heck, MVW Manufacturing Vice President, commemorating the achievement. He accepted it on behalf of AT&T Network Systems, of which MVW is a part.

The plaque, which is on display in the lobby of the North Andover plant's main front entrance, was presented to Mr. Heck by Ray E. DeMatteo, Director of Product Management — Transmission Equipment, West Andover, which initiated the communications project for AT&T and Product Line Management (PLM) customers.

PLM had envisioned it as a means of making customers more aware of control efforts in manufacturing and to help them realize some of the same benefits experienced by AT&T.

Dangelmayer is ESD coordinator for Merrimack Valley Works, co-chairman of the AT&T Corporate ESD Committee and a consultant for AT&T on ESD matters.

He has been honored several times for his presentations on successful ESD control.

Advanced Communications International (ACI), which produced the film, is an independent firm from New York which specializes in production of video tapes.

The tape was produced in the spring of 1985 at the North Andover AT&T plant as part of the company's commitment to quality in its manufacturing process.

The tape addresses basic concepts of ESD, precautions taken by AT&T to protect its products from ESD damage and the results of improved productivity through ESD awareness.

ESD is controlled in the workplace primarily by having employees wear wrist straps connected to ground through safety resistors. Other control measures used at Merrimack Valley include special



Jeff Page, utility operator in the D5 Assembly and Mass Solder Dept. at Merrimack Valley Works, does hand-insertion on an AEK21 channel unit which is sensitive to static electricity. He wears a special electrostatic discharge (ESD) strap, which is grounded, on his left wrist.

table tops, transport containers, shoes, flooring and packaging for shipment.

For persons not totally familiar with ESD, it is the sensation felt when one pulls a sweater out of a dryer, especially in the winter, or the sensation felt when one touches a metal doorknob after having walked on a rug.

According to Dangelmayer, what is not common knowledge about ESD is that its sensation is felt only when the static potential exceeds 3,000 to 5,000 volts. Electronic components throughout the industry, he said, are known to fail at 50 to 100 volts — still below the point at which one would feel ESD sensation.

Copies of the ESD tape have been made available to AT&T locations as a primary training film for ESD study and is included in many of the ESD training courses at Merrimack Valley.

In addition, the MVW training organization has copies of the tape for presentation before small groups or training sessions.

MV runners represent AT&T at L.A.

Seven Merrimack Valley employees were selected to represent AT&T at the Corporate National Championship running relays July 26 and 27 in Los Angeles, Calif.

They are Sandy Cook, George Dirago, Gary Martin, Ed McCarthy, Cathy Peterson, Ernesto Riano and Bill Scheerer.

AT&T has been the national champion and the employees helped defend the title which was won last year.

The Corporate Cup relays included combination track relays, a road race and field events.



MVW hires giant crane

A giant crane (pictured above), considered one of the largest ever used to lift material at Merrimack Valley Works, has completed a three-day project of moving 55 tons of air conditioning units onto the roof of MVW's main manufacturing building.

The additional "air-handling units" were needed for a TTD/PolyHIC Clean Room in connection with the Hawthorne transfer.

Don Lilly, Department Chief in AT&T's Resource Management Division, whose office is in Union, N.J., said about 15 units were lifted onto the structurally-enforced main building with each unit weighing an average of 3½ tons.

The crane used for the project was a 140-ton Link-Belt crane with a 195-foot extended boom, owned by Kennebec Crane, Inc. of Holbrook, Mass.

(If you're thinking of renting this crane, the cost is around \$2,500 a day which includes the unit and its two-man crew.)



PROUD FLAG WAVERS at Clark Shop in New Jersey are Andy Andriani, left, and Demetri Woch.

Patriotism at Clark Shop

Through the volunteer efforts of the employees of AT&T Technologies Clark Shop Plant, Terminal Ave., Clark, N.J., decorations were in splendor for Flag Day and the Fourth of July celebration.

An exhibit case in the main corridor of the building carries the theme of our Constitution. Articles were brought in by various employees. (The exhibit case is decorated on a monthly basis with an appropriate theme.)

In addition, more than 100 American Flags decorated the walkway in front of the building on Flag Day (and for Independence Day). In the cafeteria, a three-foot statue of Miss Liberty rests on a pedestal decorated in red, white and blue.

Underlying these displays are the attitudes of the 8,000 AT&T retirees in the Stanley S. Holmes Council that is headquartered at the Clark location. This Council has raised over \$20,000 in the past two years to "dress the lady." The Council has also planted 75 cherry blossom trees in the refurbished Liberty Park, Jersey City, as part of the overall Statue of Liberty restoration program.

To your health

Safety glasses are different

By DR. DON WAUGH
...MVW medical director

I've received several questions recently concerning safety glasses. Most employees know and understand the reasons for their use, but many still have questions concerning what *kind* they need, especially if they wear prescription glasses.

First, you must understand the difference between impact-resistant dress glasses and occupational safety glasses.

For several years, it has been the practice — and the law — to make all dress prescription glasses impact-resistant. Because some ophthalmologists, optometrists and opticians often refer to impact-resistant glasses as safety glasses, many people believe that impact-resistant glasses provide the same protection as the impact-resistant *occupational* glasses.

They do not! And failure to understand the difference between the two could result in an unnecessary eye injury on-the-job.

Here are some questions and answers — concerning the two types of glasses.

Impact-Resistant Dress Glasses

1. *What are impact-resistant dress glasses?*

Several years ago, dress eyewear lenses were made from ordinary ophthalmic glass with a 2.0 mm minimum thickness. This glass could break easily under light impact. Beginning in 1971, the Federal Drug Administration (FDA) required that all dress lenses be hardened to resist light impacts.

2. *When are they worn?*

Impact-resistant lenses are worn with dress frames and should not be confused with occupational protective lenses. They meet FDA requirements for dress eyewear, but they do not meet Occupational Safety and Health Administration (OSHA) requirements for on-the-job use where industrial eye protection is required.

3. *What are their good and bad features?*

Thinner lenses weigh less due to 2.0 mm thickness. Light-duty frames will not prevent a lens from being pushed back by an impact. Impact-resistant dress lenses may never be put in approved occupational frames.

4. *How are they tested?*

To meet the requirements of FDA regulations, impact-resistant lenses for streetwear use must withstand the impact of a 5/8-inch steel ball freely dropped



Dr. Don Waugh

from 50 inches under specified conditions. This is equal to an impact energy of 0.15 pounds.

Occupational Safety Glasses

1. *What are occupational safety lenses?*

These lenses are generally 50 percent thicker than streetwear lenses (3.0 mm minimum thickness) and are specially designed for occupational industrial use. They withstand four times the force of impact of streetwear glasses.

2. *When are they worn?*

Occupational protective lenses (regular or corrective) should be worn by industrial workers whenever there is the risk of injury to the eyes in the course of their work.

3. *What are their features?*

Protective lenses are thicker than streetwear lenses. To qualify as protective eyewear, according to the American National Standards Institute (ANSI), they must be worn in conjunction with frames especially designed for occupational use. These frames must also withstand stringent impact tests and must prevent a lens from pushing out following impact.

4. *How are they tested?*

To meet the ANSI requirements, protective lenses must withstand the free drop of a one-inch steel ball from 50 inches under specified conditions. This is equal to an impact energy of 0.6 pounds.

All AT&T-supplied safety glasses meet the rigid ANSI standards which cover both glass and plastic (polycarbonate) type lenses.

New journeymen

These seven MVW employees graduated from the company's Technician Apprentice Training (TAT) program on Friday, May 16. They are, front, from left: Steve Eldridge, Dan Greene and John Humkele. Rear, Don DeMatteo, Nunzio Zappala, Gerry Boucher and Gary Lemieux. Five of the group received diplomas as technicians who will work in the Test Set Maintenance and Construction Dept. The other two were graduated as control system technicians who will work in the Machine Maintenance Dept. The TAT program is for eligible in-house employees and involves training over a period of two years and 10 weeks. Al Savoie, a section chief in the Test Set Maintenance Dept., is administrator of the program.

Retirements

Years
of
Service

February, 1986

34 Raymond O. Anderson
30 Elaine B. Chamberlain
15 Mary C. Lenz

March, 1986

29 Joseph G. Berube
30 Irene Stewart

April, 1986

33 Daniel L. Comeau
26 Alice F. Dow
11 Theodore Hanides
20 Usilla J. Howden
33 Lucille S. Rand
16 Anne L. Watts

May, 1986

24 Frederick J. Annis Jr.
30 Shirley Bazinet
16 Frances Beal
30 Joseph L. Bonenfant
12 Marie H. Caron
32 Dorothy S. Carrier
11 Elizabeth S. Coppola
31 Eileen M. Currier
32 Albert J. Daigle
24 Lula S. Farris
32 Richard W. Fielding
30 Robert B. Gagnon
32 Joseph G. Garbacz
30 Doris R. Laitres
24 Pauline C. Laurent
28 Beatrice Laycock
28 John T. Meade
22 Mary D. Mitchell
23 Evelyn Morrison
26 Mae D. Paris

9 Americo F. Pulzetti
25 Louise H. Roe
30 William E. Santos
21 Theresa Sturk
30 Eleanor W. Smeester
21 Ruth V. Tousignant
30 Faith D. Westgate

June, 1986

40 Norman F. Bishop
30 Maurice R. Brunault
27 Harry E. Charles
30 Donald A. German
30 Bruce R. Gordon
28 James W. Gorman
21 Ann D. Jojokian
25 Richard F. Nolan
30 Julius R. Pierog
30 Chester Robbins
23 Harold W. Sawyer Jr.
26 Zelia C. Susi
38 Frances D. Woodman

July, 1986

50 Joseph F. Adams
14 Salvatore D. Barbagallo
30 Robert E. Bombard
33 Norman R. Clark
20 Doris H. Currier
22 Artemis C. Despotopulos
28 Alice D. Dubois
34 Bernard T. Gaudreau
34 John J. Jessel
30 Joyce M. Johnson
20 Concettina R. Laudani
46 Theodore H. Lewis
32 Theresa L. Nolet
30 Florence F. Parenti
31 Charles L. Tremblay
21 John L. Wittig
24 Josephine T. Yacubacci
21 Nicoletta M. Zappala

In Memoriam

Lucy P. Forbes, retired tester, March 28.
Martin J. Allbach, retired section chief, April 18.
Chester W. Bevin, retired grinding machine operator, April 18.
Edwin R. Booth, retired painter, April 1.
Elizabeth T. Chory, retired wireman, April 3.
Clarice L. Flynn, retired machine operator, April 21.
Robert V. Comeau, section chief, Dept. 90514, May 23.
John P. Cynewski, material handler, May 24.
Philip E. Ruel, planning engineer, May 31.
George W. Wicker, retired assembler, May 13.
Gayle P. Arnold, section chief, Dept. 90444, June 17.
Lena Torromed, retired machine operator, June 5.
Alice B. Foley, retired layout operator, June 8.
Walter F. Wroble, retired section chief, June 24.
Joseph L. High, retired production service clerk, July 1.
Richard C. Arnold, retired supervisor, July 8.
Robert A. Fuller, retired machinist, July 6.
Esther P. Pierce, retired machine operator, July 4.
Dorothy M. Nordengren, purchasing expediter, July 18.
James A. Feole, retired change order analyst, July 23.

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THE VALLEY VOICE

Merrimack Valley Works
July, 1986

Communicating

