

THE VALLEY VOICE

Merrimack Valley Works
October, 1986

MVW hosts president of AT&T



(Staff photo—Bob Newton, Bell Labs)

Bob Allen, AT&T President

Robert E. Allen, President of AT&T, chose the Merrimack Valley Works to be the site of his first visit to an AT&T Network Systems manufacturing plant.

On Wednesday, September 10, 1986, his visit began with an 8:00 a.m. discussion with Manufacturing Vice President Jack Heck. Mr. Heck's Staff met with Mr. Allen to give overviews of the transmission equipment manufactured here, along with MVW's Vision of the Future. The meeting was followed by a tour of the factory where workers on the line explained the products and processes.

Mr. Allen later shared a luncheon with employees who represented a cross-section of all ranks and levels within the plant. At this luncheon the team spirit that Bob Allen exemplifies was demonstrated with some flair—as Bob was presented with an AT&T hat, the luncheon guests, also donning AT&T hats, stood and cheered for their team and its leader—BOB ALLEN AND ONE AT&T.

In the afternoon, Mr. Allen met with a group of 400 randomly selected employees, where he stated that the objective of his visit was not simply for the sake of visiting, but to find out what was on people's minds. He then answered questions from the employees. (See accompanying article).

His day at MVW ended by meeting with a member of *The Valley Voice* staff for a personal interview before departing. (See accompanying article).

Mr. Allen told each group that he felt it was appropriate that his first visit to a Network Systems manufacturing plant be to a significant location, and that Merrimack Valley Works is indeed a significant location—the largest manufacturing facility and clearly one of the most important in terms of the business today and AT&T's business in the future.

Bob Allen commends team effort

DEAR MERRIMACK VALLEY EMPLOYEES,

I thoroughly enjoyed my recent visit, regretting only that I couldn't meet every one of you. But those I met conveyed to me the total team effort you all have worked so hard to develop as part of your commitment to the success of AT&T.

You have my continued support in your efforts to know your customers and meet their needs—on time, with high quality and competitive cost.



QUALITY DOLLARS—What, Why, When...

WHAT...

Quality Dollars—A coin approximately the size of a silver dollar. The AT&T logo is on one side, and a symbolic control chart on the other. May be kept as a memento or used in the cafeteria for a complete lunch.

WHY...

Many good ideas for improving quality frequently go unnoticed. Many believe that supervision only TALKS about quality. The Quality Dollars program is intended to be a catalyst that improves communications and stimulates suggestions.

WHEN...

Quality Dollars will be initiated this month.

HOW...

Quality Dollars will be made available to all Assistant Managers for presentation to their employees for quality related ideas, suggestions, improvements.

Quality Dollars will NOT be presented for doing a quality job—that's expected of everyone.

WHO...

Quality Dollars can be won by everyone except management, tech-pros and PAEs.

It is important to understand that Quality Dollars are NOT a substitute for the existing Suggestion system. An employee could receive a coin AND submit a suggestion for the same idea. In fact, it is recommended that supervisors encourage and aid employees in doing both.



Bob Allen addresses MVW employees

As part of AT&T President Bob Allen's visit to Merrimack Valley Works, he met with 400 randomly selected employees in order to give us, the employees, a chance to ask questions. Following are the questions asked of Mr. Allen:

Q. Do you see a reorganization of Technologies with Bell Labs?

A. No, what we have to avoid is making everything the same. If there is an organization change that makes sense in the future in terms of serving our customers better, in terms of cost, or of being closer to the marketplace, then we would make that change. But we will not make organization changes for the sake of appearances.

Q. Will AT&T keep up with other companies in the area of on-site child care?

EDITOR'S NOTE: Mr. Allen promised to investigate this matter. Following is the answer he provided The Valley Voice staff on Oct. 2, 1986:

A. During my visit, I told you I would look into the prospects of child care for the children of AT&T employees.

As I said then, it is in everyone's interest for employees to feel comfortable about their children's care. Otherwise, their attention will be focused elsewhere rather than on the work that is so critical to the future of this company.

I am pleased to tell you that very soon, AT&T will embark on the first



(Staff photo—Bob Newton, Bell Labs)

Bob Allen, AT&T President

of two trial child care programs.

The first will offer expedited placement for children of AT&T employees through a group of day-care centers in New Jersey.

Another will offer referrals of child care openings to employees in DuPage County, Illinois.

The structure of these trial programs was determined based on surveys of the needs of employees in the surrounding areas. We hope the programs will meet those needs while providing valuable research for our continued efforts in this regard.

Q. Did we abandon Dr. Deming and his teachings?

A. (JACK HECK)—Seminars such as Dr. Deming's are organized at a local level. Dr. Deming did a lot of good things, and I expect he'll be back

some day. Right now we're working with Dr. Waitley on motivational development work.

Q. Who are our major competitors?

A. The world doesn't neatly carve up into competitors and noncompetitors anymore. Some of our best customers are also suppliers and competitors in some respects. The Regional Bell Operating Companies fall into this category, along with IBM. We have a whole set of mixed relationships. One approach would be to not do business with a competitor; but, on the other hand, if we don't get the business, someone else will. I'd rather get something than nothing. Competitors exist all around the world—Northern Telecom, Seimens, DEC, etc.—but Japan is a major competitor in the world. And I mean JAPAN, not just individual Japanese companies. The working relationship between government, labor, and business in Japan is clearly different.

Q. Would it help us improve our final product if we got high quality parts cheaper in other parts of the world?

A. In some cases, yes. But we will not bring into this country ANYTHING made in any part of the world at ANY price that does not meet our quality standards.

Q. Jim Olson fell far short of a 20% cut in overhead. How far behind were we?

A. Nobody really knows how close we came to hitting the 20%. We made good progress, but with the size of the business changing, overheads changed, and it became difficult to know how to count savings.

Q. Are we going to stay in the low end of the computer business (personal computers)?

A. Clearly, our entry into the computer business was naive. We have revised our mini-computer product line and now have much better products. We've had a very successful PC entry with the PC6300. The PC7300 is a dynamite machine that the market wasn't ready for. We have learned a lot. Overall, however, we are not yet accomplishing in the computer marketplace what we had hoped. Our timing of entry could not have foreseen the overall industry slump. We have a much better strategy now for selling data products.

WRAP UP—From a personal standpoint, as of the 1st of August, I directed all of my employee savings plan contributions to buy AT&T stock. I believe that tells you about my confidence in the future of this company.

We have all the resources, and you are one of the most important. I ask you to keep doing what you're doing—do it better—focus on quality—focus on your customers—be sure you know who they are—be sure they're satisfied—and give it your best.

On the cover . . .

October is National Quality Month. In tribute, Alison Lacroix, Public Relations Clerk, displays Quality Dollars.

Cover photo by Bob Newton—Bell Labs, and graphics by Douglas Johnson—Bell Labs.



October, 1986
THE VALLEY VOICE

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Lawrence J. Murphy Quality Control Classroom dedicated

A classroom in the Quality Control Office area at AT&T, Merrimack Valley Works, was dedicated as the "Lawrence J. Murphy Quality Control Classroom" in a ceremony Sept. 10, honoring Lawrence J. (Larry) Murphy for outstanding service in the field of quality control and industrial training.

Larry, an AT&T retiree and resident of Peabody, is one of the original quality control engineers hired at Merrimack Valley. A founding father of the training organization, he is still active in teaching fundamentals of quality control.

He was selected for the honor because of his many years of leadership in the Quality Control Organization. Naming a room after him was particularly appropriate since he taught quality classes throughout his career, as well as returning since his retirement to do additional teaching.

Larry has had a varied career with AT&T.

When he was on assignment in AT&T/Government defense activities, he was selected by the State Department to represent the United States at an International Trade Fair in Yugoslavia.

Larry, who is considered an industrial training expert, discussed the methods used in training new people and was well received at the Trade Fair.

His return to Merrimack Valley, after his tour of duty with Defense activities, found him again in the role of trainer.

He conducted seminars for top management personnel on Quality Control Systems and Fundamentals.

Prior to his retirement, Larry was video-taped



(Staff Photo—Bob Gablosky)

LARRY MURPHY, retired AT&T Quality Control Engineer, with Len Winn, Quality Manager at Merrimack Valley Works, after dedication of Quality Control classroom.

discussing the role of layout operators with regard to quality. These tapes are still being used today by the Training Organization.

Larry, at one point, was called out of retirement to train quality improvement teams in a program sponsored through Northern Essex Community College in Haverhill.

Len Winn, Quality Manager at MVW, presided over the unveiling of a plaque and dedication of the "Lawrence J. Murphy Quality Control Classroom." A reception followed.

During the dedication, Len noted that this was the first time at this AT&T location that a room was being named for an individual.

Among those in attendance were retired Senior Engineers Ted A. Pelosi, Jr. and David J. Rockwell.

A personal interview with Bob Allen

EDITOR'S NOTE: On September 10, 1986, Bob Allen, President of AT&T, visited Merrimack Valley Works. The following are highlights of a private interview Mr. Allen graciously granted our Valley Voice staff.

* * *

Q. In your new role as President of AT&T, what do you hope to accomplish?

A. There are several things I would like to accomplish which are necessary to being successful.

First, I would like to get the people, and the business itself, narrowed and focused on the customer.

Secondly, I hope to help in building a good future for AT&T's international business.

To accomplish these things, we must start by getting our business properly sized, and leveraging our business assets, products, services, and strengths with the focus on long-term success.

I also hope to be the catalyst in developing teamwork throughout this business. Everyone must clearly understand how dependent we are on each other. This can be accomplished if we all understand the strategy, are committed to the task, and have a common focus of where we are going. There has been some progress in this area, but we still have a long way to go if we are going to be successful.

Q. Do you have anything specific in mind for building that teamwork?

A. It has got to start with the very

top leadership of the business and work its way through. I've seen that kind of teamwork. Recently, we had the top officers of the business together to discuss our strategies—our plans—and the necessary actions to make AT&T a premiere performer. We're coming together as a strong team. When other people see that example, they will begin to understand that our success depends on how we behave as a team.

Q. How long do you think it will take to build this kind of teamwork?

A. It must become second nature. It exists in a lot of places today, and it is clear that Bell Labs and Network Systems people here are working more closely as a team. We ought to see a demonstrable change in teamwork behavior during the course of 1987. If we do not see a significant change by mid-year, then I think we have failed.

Q. Where do you see Network Systems in the world market today in terms of competitiveness and profitability?

A. Network Systems is doing very well. They haven't achieved all their profitability targets, but they are close and constantly trying to improve. Network Systems is making excellent strides and working on the future, which I feel confident about. I believe we will have very healthy Network Systems business in both Switching and Transmission for a long time.

We are currently facing a risk, however, in that the Regional Bell Operating Companies (RBOCs) are our major customers. There is a strategic risk in having so much business with so few customers. We are finding ourselves in a strange relationship with them being suppliers to us, and we being competitors and suppliers to them. We're consciously focusing on serving them better. If we deliver the best product at the right price, they won't have incentive to go elsewhere. But this situation, in many respects, makes us vulnerable, so we must, therefore, expand our market strategies to include independent telephone companies. But this also has a very high risk as the growth in domestic markets begins to flatten.

Expansion into the international marketplace is mandatory. We have a huge opportunity there, but it will require considerable investment to establish our presence in selected markets around the world. But success outside of the U.S. will improve our domestic capabilities.

I have confidence that we will



(Staff photo—Bob Newton, Bell Labs)

BOB ALLEN, AT&T President, makes a point in a personal interview at Merrimack Valley Works.

continue to succeed as we execute our long-term strategies.

Q. How does manufacturing fit into the priorities of the new AT&T?

A. Manufacturing has not lost its position in AT&T as a very high priority issue with high strategic value. It's clear from what we know about our competitors, and particularly the Japanese, that we have got a lot to do to be sure that we achieve and retain competitive edge. If we don't, we lose the game. So manufacturing is very important, and we are spending a lot of money to improve it.

Q. Does retaining our competitive edge look realistic?

A. Yes, but that does not necessarily mean that all of the manufacturing facilities we have today will survive. We have to size manufacturing to the business and also look at manufacturing in terms of where it is in the state-of-the-art. Our first preference is to manufacture in the U.S.A.

Q. Every employee has a big stake in AT&T's future. What can we, as individual workers, do to help AT&T reach its goal?

A. What we can do is make sure we are pulling our load, at least to the extent possible. We can continue to build our day-to-day behavior around focusing on how we can better serve our customers, and on cooperating as a team to do this. We need to understand that we must have competitive prices and very high quality. We must ask questions daily about qual-

ity and service. If we continue to focus on that, then I think we have got a great chance to win. Working together, I know we can.

Q. The Employee Attitude Survey showed that people in Merrimack Valley Works and Network Systems do not have a great deal of confidence in the leaders of this company. What can you, as President of AT&T, do about that?

A. I think, fundamentally, that confidence and faith in leadership really comes from feeling good about the success of the company and your own role in that success. People will feel better about themselves and about the leadership if they see a good reason to believe that AT&T is being successful.

I think the things we do to make that happen is what will bring back the confidence in leadership in this business. You cannot attain that confidence by making speeches or promises. It can only be attained through action and decisions—and we are prepared to make those decisions and take actions which will be evident over the months ahead.

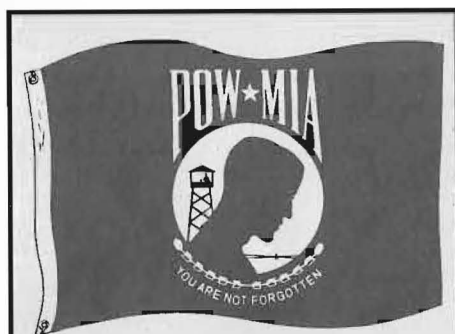
All the decisions and actions will not necessarily be popular with everyone involved, but I believe that it will bring back the confidence.

Q. We have had almost three years of experience under the LOB organizational structure. How would you characterize the success of that structure?

A. The LOB concept is very good. The closer we can bring our people and resources to the customer and to the relevant market under the same leadership (including manufacturing, development, marketing and sales) the better off we are, and the better chance we have of being competitive in our markets. The closer we are to the customer, the more we are going to be driven by the customer, and if we don't have to work through bureaucracies across lines of organizations, we have a better chance of being successful. I've seen it work, and we've learned a lot.

I also like the strategic business unit concept because it has been clearly demonstrated over and over again that people are motivated to serve the same purpose—at the proper cost—at the quality required for customer satisfaction—if they know their business and their livelihood depend on it.

Network Systems and Bell Labs are separate organizations, but they work extremely well together as a team, i.e. as an LOB; so both arrangements can work.



AT&T observes Recognition Day

September 19 was National POW/MIA Recognition Day, established by Congress and proclaimed by the President, "in order to recognize the special debt all Americans owe to the men and women who gave up their freedom in the service of our country and to reaffirm our commitment to their families."

The POW/MIA flag, shown above, was flown by AT&T throughout the week.

EMPLOYEE INFORMATION EXCHANGE PANEL (EIEP) UPDATE



(Staff Photo—Roger Culliford)

PARTICIPANT speaks out at Employee Information Exchange Panel program in cafeteria.

September 16, 1986

Q. Is AT&T stock going up?

JACK HECK—Everybody here, through the ESOP plan, is a shareholder. I pledge to do MY part to make sure your stock goes up.

Q. There seems to be some delay in placing surplus people. Can you help?

DON HEVEHAN—We will look into that immediately.

FOLLOWUP—DON HEVEHAN indicated that since the end of the strike, we have placed more than 300 employees who were in the surplus category. All of these moves were made without displacing anyone. However, there were approximately 40 individuals whose placement would necessitate bumping others. We delayed these moves until we were sure our assessment of employees' qualifications in the various corridors under the 3-level plan was accurate. We now have that confidence and those moves have begun.

EDITOR'S NOTE: As a result of the concern expressed by employees at

this meeting regarding the lack of information about the Production Occupation Level Plan, a program has been developed by the Labor Relations organization for presentation to employees by supervisors. The program presentation to employees is expected to be completed by October 24, 1986.

Q. What happened to the crystal job?

ALAN MOLINE—Our technology needs have changed due to the shift to digital systems. This has caused the crystal unit volume to drop and our prices to become less competitive. If our equipment uses higher cost components, they also become less competitive. The decision regarding crystals was to protect the rest of the business. Our job is to produce components that strategically meet the needs of the business. Our philosophy is to keep what we do well, and get rid of those items where we can't compete. The new products (SAW Devices, etc.) are competitive. The old products (crystal units, ferrites, mini-oscillator plates) are not.

Q. What about printed wiring boards?

JACK HECK—We are cost competitive with anybody and will fight to stay in that business.

Q. Who can you go to if your supervisor is not interested in having meetings?

FOLLOWUP—JOE GIAMPA reports that this subject was reiterated at the Sept. 23 Staff meeting where the importance of supervisors meeting with employees on a weekly basis was stressed. "It is our intention to have everyone meet with their supervisor once a week."

EDITOR'S NOTE:—In response to requests from many employees, a process has been instituted to stimulate discussion of issues concerning MVW, the company and employees at all levels. Each week, major issues facing MVW in the areas of quality, service, financials and human resources are discussed at the "Staff" meeting which includes Jack Heck and all Assistant Managers and above. These issues are listed on a "Communications Fact Sheet" which is distributed via weekly meetings to all supervisors. It is expected that all employees will attend a weekly meeting with their immediate supervisor to discuss these issues. Questions or feedback from these discussions are noted and sent to the appropriate organization for action or evaluation.

Remember—Communication is a two-way street, and management NEEDS to hear your concerns.

Q. On-Time Supply System in Salem isn't working. Since the new system has been implemented, we sit around looking at each other. What is the problem?

JACK DRISCOLL—We have a white-collar quality problem in terms of information exchange.

ART HATCHER—We also had a reduction in D5 and D4 bank business, which is front-end loaded. This resulted in surplus people independent of the supply problem.

EDITOR'S NOTE—The Quality organization is presenting a program on October 22 in the auditorium entitled "Taming the Paperwork Tiger."

Q. The suggestion program procedure does not allow suggestions of a type to improve management policies.

JACK HECK—I'll take any suggestion from anybody and listen.

GREG HUGHES—We will make a change in the suggestion system.

FOLLOWUP—PETE DRISCOLL, Chairman of the Employee Suggestion Committee, is working on a solution and will have more information before the next EIEP meeting. He reports that, "We would like a communication vehicle to be responsive to both general questions directed at the management staff, as well as suggestions to improve local management or corporate policies. Alternatives we are considering are to change the eligibility criteria of the Employee Suggestion System, to improve the explanations given for ineligible subjects, or to create a parallel system with shared administrative procedures."

Q. Overtime is poorly planned and left for the last minute. Can anything be done?

CHARLIE HIGGINSON—Certainly the needs of the individual workers must be met in scheduling overtime. I will find out if this is widespread and why.

FOLLOWUP—CHARLIE HIGGINSON reports that he found that the procedures are in place, including contractual requirements to insure that overtime is scheduled 24 hours in advance. His investigation of practices in both the equipment and the component factories indicates general compliance with this requirement. If there are individuals who believe

they are not being treated fairly, they should discuss this with their supervisors or use the grievance process to get their situation resolved.

Q. Can anything be done about reckless drivers on trucks?

FOLLOWUP—TOM DOYLE reports: "All supervisors of operators of fork lifts and other vehicles have been instructed to reinforce all safety rules and precautions. Additionally, the supervisors of the cleaning contractors have also been advised to review the certification and licensing of all fork lift and electric truck drivers.

"It should be noted, however, that safety and courtesy work both ways. Pedestrians should exercise caution, especially around any moving vehicle, and bear in mind that the drivers towing large containers have a difficult task. We all must be aware of the safety and common courtesy rules."

MVW honors handicapped employees

"People at work" was the theme for National Employ the Handicapped Week, which was observed October 5 through 11.

"AT&T Network Systems is proud of its handicapped employees," said Wayne Weeks, President, Network Systems. "Their spirit and courage are an inspiration to us all."

Weeks reaffirmed Network Systems' policy to make a continuous effort to treat qualified handicapped individuals, special disabled veterans and veterans of the Vietnam era without discrimination in employment, training, job placement and advancement. Weeks stressed that, "No qualified individual will be discriminated against because of physical or mental handicap or veteran status."

Employees who consider themselves handicapped and wish to identify themselves should contact their Equal Opportunity/Affirmative Action (EO/AA) coordinator (at Merrimack Valley—Carlos Ruiz, Personnel, x2327).

 **AT&T**
The right choice.

MANAGEMENT SPOTLIGHT

An interview with Len Winn

MVW Quality Manager



(Staff photo—Roger Culliford)

Len Winn
... Quality Manager at MVW

October is Quality Month, and Len Winn is Merrimack Valley's Quality Manager. In a recent interview with *The Valley Voice* staff, Len was asked how he sees the issue of quality at Merrimack Valley.

"Quality belongs to everybody." Everyone is a customer. Everyone is a receiver and seller of goods. If that doesn't make sense, think of the entire process—whichever performs the step AHEAD of you is your supplier and you are his/her customer. Whoever performs the step AFTER yours is YOUR customer.

"If we don't satisfy OUR customers, they're not going to satisfy THEIRS."

"We must perform quality work on EVERYTHING." The real issue is that people will buy from suppliers that deliver the most quality and service for the dollar. You get that by receiving mail from the mailroom on time, getting good copies, excellent product, etc.

What are some of the things we're doing NOW to improve quality? We are reducing our vendor base, aiming for fewer vendors who are most able to meet our needs. We have instituted a rating system for vendors. The Purchasing Organization is awarding business according to quality. Remember—our team includes these vendors. If we don't satisfy OUR customers, they're not going to satisfy THEIRS.

We are also looking at the flow of information. We created a chain of events, going from drawing, reproduction, piecepart groups, purchasing, receiving, storeroom, etc. We installed quality measures on the WHOLE

chain of events. When things get measured, they get better. When things get measured and reported, they get better faster. So we are continuing to expand this effort. The results so far have been terrific.

"Pokayoke" is a Japanese word meaning "to make everything fool-proof." We need to look at our designs and ask our engineers to design with "pokayoke" in mind. Murphy's Law (what CAN go wrong, WILL), can be avoided with proper design. If, for example, a part can be designed so that there is only ONE way it can be inserted, then it would be physically impossible to insert incorrectly. The design must be foolproof.

"Quality means job security." This applies to everyone. Dr. Deming says that Quality begins with commitment at the top. In 1985, the U.S. celebrated Quality Month, which was chaired by Jim Olsen (Chairman of the Board of AT&T). You can't get more commitment than that.

"We need to ask our engineers to design with 'pokayoke' in mind."

What can an individual person do to better quality?

"The devil is in the details. You can't get him out until you understand the nitty-gritty details of how things work." That's what needs to be done. On an individual basis, everyone can learn their job in depth and do it in the best manner possible. Everyone can insist on the very best quality from THEIR suppliers—and give their best to THEIR customer.

What is the cost of quality?

The cost of quality is like an iceberg. You can only measure what you can see, and the really big costs are under the surface. Tangible costs (failures, inspections, engineering changes) are easy to measure, like the tip of the iceberg. But if a customer gets a product that doesn't perform right or doesn't have the features they want—we will lose a sale down the road. This can affect our reputation and I don't know how to measure that. What I do know is that all of our salaries are paid by customer sales.

* * *

EDITOR'S NOTE:—Len Winn's Quality Organization consists of 345 people who perform auditing, measuring, documenting, and investigating on 3 shifts. In order to keep quality on the front burner, Len tries many tactics and incentives; but, most importantly, he gives recognition for a quality job when recognition is due. (See September Valley Voice story on Reproduction Center recognition.) Quality dollars, another of Len's innovations, are highlighted on the cover of this issue.



(Staff photo—Bob Newton, Bell Labs)

"The cost of quality is like an iceberg . . . you can only measure what you can see . . ."

MVW—A day



(Staff Photo—Don McDermott, Public Relations)

LINDA SELHEIM, Process Engineer, writes children's names on souvenir certificates with help of D5 robot.

Merrimack Valley Works Door Prize Winners

- | | |
|---------------------|----------------------|
| Bela U. Patel | Sharon Grabarczyk |
| Debra Peabody | Bill Fanaras |
| Carole Marcotte | Violet Vailleres |
| Francis Mahoney III | Gregory Daniels, Jr. |
| David A. Riopelle | Lorraine Veltsos |
| George Gregoire | Leta Guerin |
| Sanh Lwong | Daniel Dery |
| Bonnie Zinck | Elizabeth Mazurenko |
| Themus Perry | Bev Tremblay |
| Patricia Davis | Viola Sweetser |
| Sharon Ouellett | Lorraine Grady |
| Chanel Bhadola | Paul Giroux |
| David Drabik | Marcelle Lambert |
| David Huse | Janet David |
| John W. Fruci | Elizabeth Koutouzes |

Bicycle Winners

- Joshua Guide, age 4
- Son of Linda Guide
- Becky Howard, age 8
- Daughter of Luanne Berube

The Merrimack Valley Works celebrated its 30th Anniversary with several events during the week of September 21.

The major event was Sunday's Open House, an extremely successful day with over 16,000 visitors touring the North Andover and Salem plants. Approximately 400 hard working employees pulled together in a tremendous show of teamwork to provide for the many Open House activities and displays. Some of the highlights of the Open House were:

- Jack Heck and his wife, Marge, greeted guests in the executive office and drew the winning tickets for two bicycles in the children's door prize drawing. (See photo)
- Pioneer clowns were a major attraction for the children as evidenced by the continuous line waiting for one of the custom made balloon animals. (We saw several clowns with very red fingers after that tour of duty.)
- The Product Line Management (PLM) group from Andover provided and manned product displays in the auditorium and awarded door prizes. (See Winners)
- The Clark Shop in New Jersey (which is part of Merrimack Valley Works) contributed a display on the Submarine Cable Repeater Project that proved to be a popular attraction in the cafeteria.
- Salem I and II had a large proportional turnout, with over 700 guests.



(Staff photo—Bob Gablosky)

WINNERS of bicycles in drawings conducted during the Merrimack Valley Works Open House Sept. 19 were Becky Howard, 8, on the bike at left, and Joshua Guide, 4, right. Present when the bicycles were awarded were, from left, Joe Giampa, Personnel and Public Relations Manager; Kip and Luanne Berube, of Haverhill, Becky's parents; and Linda Guide, of Lawrence, Joshua's mother.



of celebration

As part of Merrimack Valley Works 30th Anniversary Celebration, Manufacturing Vice President Jack Heck hosted a group of local dignitaries at an anniversary luncheon on September 22, 1986, including Senator Nicholas Costello and Representatives Frank Emilio, Thomas Palumbo, and Kevin Blanchette, along with a cross section of local politicians and businessmen, AT&T Network Systems Large Staff, Bell Laboratories Staff, and retired members of the MVW staff.

As part of the program, Jack Heck presented to North Andover Selectman Charles Salisbury a copper etching of "The Flying Cloud" (etched using the same process that MVW uses for printed wiring boards). The Town of North Andover will hang "The Flying Cloud" in the lobby of the Town Hall on Main Street in commemoration of MVW's 30th anniversary.

Also as part of the program, Senator Nicholas Costello presented a plaque to Mr. Heck. Referring to his recent successful primary campaign, Costello joked "I can attest that there are 11,000 workers here, because in the last two weeks I shook hands with every one of them."

On Sept. 22 and 23, 11,000 commemorative glasses were distributed—one to EACH employee. Employees were also treated to a specially priced anniversary prime rib luncheon in the cafeteria.

Thanks to ALL—employees, friends, committee workers—for helping Merrimack Valley Works celebrate its FIRST 30 years.



(Staff Photo—Don McDermott, Public Relations)

VISITORS rest in cafeteria between stops on tour during Open House.



(Staff Photo—Roger Culliford)

NORTH ANDOVER Selectman Charles Salisbury, right, accepts framed etching of "The Flying Cloud" from Manufacturing Vice President Jack Heck during 30th anniversary luncheon.

Salem Door Prize Winners

- Rafael Henriquez
- Jessica Missenti
- Christopher Ahern
- Joshua Estabrook
- Melvin Gabin
- Donald Penn
- Sharon Brown
- Nilza Nunez
- Glenda Paris

PLM Duffle Bag Winners

- Donald Frechette, Jr.
- Meredith Burne
- Evelyn M. Twombly
- Robyn Kaulback
- Tammy Gosselin
- Nick Pappas
- Kerri Lyn Censullo
- Miss R. Quinney
- Jean Raymond
- Robert Gibson
- Don York
- Erik Groeneveld
- Lauren Hughes
- Jennifer Saylor
- Carolyn Quinney
- Jessica Gagne
- Louie Finocchiaro
- Chan Chu Ng
- Tina Gosselin
- Dick Hargraves
- Nick Fiore
- Sue Bergeron
- Rita Vaiksnovas
- Carmen Mantilla



Vision of the Future

The VISION Line

Building on Experience

Contributing Writer:
D.P. Farley, Vision Planning and
Process Development Engineering Manager

IMAGINE THIS: A supplier's truck eases into a receiving bay at the dock. Thirty minutes later, the cargo of material has been removed from the truck, counted, and delivered to the storeroom where an automated material delivery system sends it to the shop floor. The material speeds along automated lines for assembly and test. Several hours later, it is delivered to the shipping dock as part of a systems tested bay which is loaded onto a truck and sent merrily on its way to a happy customer who knows that their company will be receiving a high quality product at a good price.

Impossible? Nothing is impossible at Merrimack Valley, and in fact, this dock-to-dock manufacturing process (which includes receiving, shipping, and everything in between) is the basis of the Vision Line scheduled to be implemented here by late 1987.

The Vision Line consists of modernizing storeroom operations (receiving, stores, packing, and shipping); providing an automated material transport system from the storeroom to the manufacturing operations, automated material handling throughout the shop; modernizing the Equipment Panel and Bay manufacturing process; a circuit pack manufacturing process capable of manufacturing 1,000 different codes 67% faster than today; state-of-the-art technology such as robotics, machine vision, board handling equipment, and surface mount technology; reduced product costs, inventories and manufacturing intervals; and an **entire** system encompassing product design, quality, manufacturing resource planning, human resources, information automation, and physical automation.

The key to success in the Vision Line is material and product velocity at extremely high quality levels. Material and product must move through the factory much faster than it does today, but the **QUALITY** of that material must be inherent to avoid making junk quickly. The tools to accomplish this are currently being developed with concentrated effort in

the areas of information automation, material handling, and supplier quality.

The Vision Line will eventually occupy approximately 140,000 square feet (or 3½ acres) of floor space on the first floor of the manufacturing building, and installation of the new facilities is expected to begin in June, 1987.

Several existing products such as FT Series G-417, DACS, and ADR will migrate onto the new Vision Line process. In addition, a number of new product offerings such as Metrobus, FT Series G-1.7, DACS II, DACS 3/3 and DACS 3/1 will also be manufactured on the Vision Line.

The Vision Line is an exciting and challenging process which will create exciting and challenging jobs filled with opportunity for variety, flexibility, new knowledge and prob-

lem-solving. A full time trainer is currently working on course development for extensive training of all those who will become a part of the Vision Line process.

The success of the Vision project will not come from a single technological breakthrough, but will be the result of hundreds of people solving hundreds of problems—**ONE AT A TIME.**

The Vision Line builds on ex-

isting expertise and will result in Merrimack Valley Works becoming the **LEADING** world class supplier of Transmission Equipment.

EDITOR'S NOTE: You are invited to submit any questions you may have about the Vision Line to The Valley Voice Staff, 11MV202101. Questions will be answered in the November issue of The Valley Voice.



(Artwork by Herb Surette—Bell Labs)

Phase I Countdown

Merrimack Valley Works has entered Phase II of its VISION (Factory of the Future) Project on the way toward becoming a world class manufacturer.

Phase II involves the complex implementation of plans that were made during the Phase I planning period.

Since the first of June, a third-floor conference room (3x51) had been converted into a control room for the VISION planning project.

With 25 hours to go on the Phase I period at the end of July, Room 3x51 was a beehive of activity.

Personnel from Bell Labs—Holmdel, N.J., had worked side by side with Merrimack Valley Works people to pull together the plan that will lead Merrimack Valley into the future.

The conference room housed the Bell Labs personnel, who coordinated the activities of seven teams.

These teams developed the plan for the future, covering Design, Physical and Information Automation, MRP and Human Resources.

One hundred fifty people took part in the two-month development of the plan. Seventy-five were Bell Labs and Corporate support personnel. Through the two-month activity, hundreds of others provided information, history and IDEAS to the teams.

On Aug. 1, 1986, Phase II began. Over the next year, the factory will begin the complex transformation as the plan takes shape, propelling Merrimack Valley to a world class manufacturer.



(Staff photo—Bob Gablosky)

PERSONNEL from Bell Labs—Holmdel, N.J., and Merrimack Valley Works are shown together shortly before the conclusion of their work on the Phase I VISION Project, which will transform Merrimack Valley into a world class manufacturer.

Employees Suggestion Program Awards total \$13,550



(Staff Photo—Bob Gablosky)

MAUREEN MOSCHETTO, center, Inspector in the HIC Repair and Inspection Section, receives a check for \$2,820 from Jack Heck, MVW Manufacturing Vice President, for a suggestion proposing reuse of 819A and 819B appliques, with repairable defects, that are removed from good circuits. At left is Maureen's Section Chief, Gail D. Denton.

Other awards

(*Designates more than one award)

\$1,510 Robert J. Zannini Thomas A. LaCroix	\$100 Elaine A. Barker William J. Welch*	\$37.50 Scott S. Arnell Steve Radzwill Thomas A. Servello
\$1,045 Garry J. Godin Frank J. Azzarito	\$75 Joe P. Aguado David G. Berube Carroll A. Buzzell Gerald L. Christian Marilyn J. Ferguson Robert A. Harris Sandra M. Lessard Robert J. McGorn Jeffrey Page Denise A. Parks Noele Rizkallah Omar E. Tilton	\$30 Joan Cote Joan Hamel
\$1,040 Gayle Morris Eileen Marchand	\$50 Howard E. Anderson Edmond J. Barbin Richard F. Barr Anne G. Campagnone Ann S. Davis Scott DePanFillis William D. Dennis William Fanaras Kathleen E. Flanagan Isodores Flores Rafael A. Gonzales Linda L. Guide Carmen Johnson Andrew P. Morse Richard A. Nyberg Christopher E. Obert Robert R. Saunders Brian S. Scott Sally Smith Noel S. Valent Carol A. Vincent Rose S. Young	\$25 David R. Cane Daniel J. Carney Kathleen A. Cordes Loretta J. Cyr James J. DeMarco Paul E. Dort Ernest J. Dowling James E. Haggak Weldon E. Miller Robert D. Rennie Irving D. Reval, Jr. Alfio Rubino Earl R. Tessimond
\$480 Michael E. Dawson		\$15 Edward Benson, Jr. Charles A. Clark, Jr. Mark J. Dionne Frank Kotce Richard LaPierre
\$380 Dale. A. Martin		\$12.50 Gloria L. Dinges Michael J. Hutchinson Peter W. Janackas Walter I. Moore, Jr. Lawrence R. Morse Jacqueline M. Thibault
\$275 Richard J. Hale*		
\$250 Michael J. Feole*		
\$200 Adolf Reidl, Jr.*		
\$175 Richard F. Mazzaglia*		
\$172.50 William E. Owen*		
\$160 Christopher W. Ball		
\$140 Grace E. Conway Donald G. Farley William L. Worrall		
\$135 John F. Page		
\$125 Charles W. Senter*		

Employee Spotlight



(Staff Photo—Bob Gablosky)

Mark Conley

"Mark Conley does an exceptional job," says his supervisor, Paul D. Gagnon, Department Chief of the Miniature Oscillator, Quartz Growing and Preparation Department.

"Mark is a Product Engineering Associate who is very responsible, works long hours and works very closely with employees in the Mini-Oscillator Shop and with Bell Labs engineers," says Paul.

Mark was selected for the "Employee Recognition Award" last fall, a peer recognition honor given by Bell Labs.

In being picked for the honor, he was cited for his close cooperation with Bell Labs engineers and for responding quickly with quality work.

Paul credits Mark with having an excellent working knowledge of the Mini-Oscillator product line. "But most importantly," says Paul, "Mark is easy to work with, does an outstanding job and keeps his management informed."

Currently, Mark is helping to implement Just-In-Time Manufacturing in the Mini-Oscillator Shop and has responsibilities for both the Heat Run and Waveshape Testing facilities. He is also responsible for the 126 and 134 families of Mini-Oscillators.

A native of Quincy, Mass., Mark lives in Merrimack, N.H., where he makes his home with his wife, Jane, and their two sons, Sean, 7, and Patrick, 5.

Mark has worked for AT&T for 6½ years, starting as a Tester. He has been an engineering associate for 2½ years. He is a graduate of Blue Hill Technological Institute, Canton, Mass., having studied electro-mechanical technology.

Merrimack Valley works salutes employees who go "above and beyond" the job description. This month we salute Mark Conley.

Retirements

Years of Service	Retirement Date	Name
29	July, 1986	Constance M. Masessa
30	August, 1986	Frances M. Carrubba
30		John W. Connors
24		Kathleen M. Daley
29		Joseph J. Faro
31		Ralph D. Powell
21	September, 1986	Margaret A. DeVincentis
25		Mary T. Gioia
33		Robert E. Hudson
33		Frank S. Rose
20		Czeslawa (Charlotte) Szwajnos
31		Wayne W. Williams
15		Peter Zelisko
14	October, 1986	Maria Fernandez
20		Carlous L. Hunt
19		John A. Taylor

Shoe Store job openings are available

There are two part-time openings to be filled in the Safety Shoe Store at Merrimack Valley Works.

In a letter to retired and Pioneer people, it was explained the store is operated by RICO (Recod Industrial Company) from 12 noon to 6 p.m., on Mondays and Fridays for the first and second shifts, and on Wednesdays from 6 a.m. to 12 noon for the third and first shifts.

Persons interested in working at the store should call the Safety Department, 681-3495 or 681-3494. On-the-job training will be given.



To your health

Your nagging lower back

By Dr. Don Waugh
...MVW Medical Director

Q. I've had a nagging lower back problem for years. Can you suggest anything to get rid of it or help prevent it?

A. While some back problems are the result of actual disorders, most are caused by poor habits and prolonged abuse. That means many back problems can be prevented by careful attention to one's posture during all sitting, standing and lifting situations.

Dr. Bernard Jacobs, orthopedist with the Hospital for Special Surgery in New York City, suggests the following advice to prevent backaches:

- **Avoid obesity.** A large abdomen puts a strain on the spine.
- **Exercise the abdominal muscles.** A firm midsection takes the pressure off the back.
- **Sit in a hard chair and rest your spine against it.** Soft chairs and couches should be avoided if you plan to sit for any length of time.
- **Stand correctly.** If you have to stand for any length of time, putting one foot on a step or footrest will prevent swayback which can result in low back pain.



Dr. Don Waugh

- **Lift carefully.** Lift slowly, not in jerks, bending the knees to keep the back straight. Carry loads close to your body and avoid lifting things over your head.

- **Sleep on a firm mattress.** Place a ¾-inch piece of plywood under the mattress if yours is not firm.

- **Drive with the seat as close to your car's steering wheel as practical.** The farther you have to reach for the pedals, the more strain you place on your lower back.

Great American Smokeout

November will mark the 10th anniversary of the American Cancer Society's "Great American Smokeout."

Since the first Smokeout on Nov. 17, 1977, millions of Americans have taken advantage of the smokeless Thursday before Thanksgiving to kick the habit for 24 hours—and ultimately for good.

Participation in last year's "Great American Smokeout" broke all records—more than 23 million smokers, or 42.6% of all smokers in the U.S.—as they attempted to avoid cigarettes for that Nov. 21, 1985, Smokeout, according to a survey conducted for the Society by the Gallup organization.

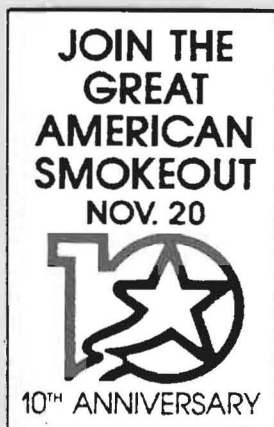
About 7 million participants made it THROUGH THAT DAY without smoking, and 3.7 million were still not smoking ONE WEEK after the Smokeout.

Help make this day at AT&T Merrimack Valley part of the success story! If you are a smoker, "adopt" another smoker for the day and help each other get through this time.

If you are an ex-smoker and have been fortunate enough to kick the habit, ask a friend to give up smoking for this one day. Be supportive! For some people this is not an easy job.

During November, the Medical Department will provide a variety of literature to help reinforce the pitfalls of smoking and the rewards of healthful living. Stop in and see them.

Join the millions of people who have made the Smokeout a day to quit smoking—FOR GOOD.



AMERICAN
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NEWSLINE

Public Relations—AT&T, North Andover, MA

No. 14

WEEKEND INVENTORY WARRIERS—The annual physical inventory was held the weekend of Sept. 27 and 28. Over 200 people were involved with this process.

According to Marvin Hodge, Accounting and Business Methods Manager, "In the many years I've been involved with physical inventories as both an auditor and accountant, I would consider this the very best I've seen. The excellent planning and execution is a credit to all the people involved, and I want to personally thank each one."

COMMUNICATIONS SURVEY—Thanks to the thousands of you who responded to the MVW Communications Survey. We are currently tabulating those responses and will report the outcome in the November *Valley Voice*.

COMMEMORATIVE GLASSES—By now every employee should have received his/her glass commemorating the MVW 30th anniversary. If you did NOT receive a glass, please contact your supervisor, who will contact Public Relations, x2302.

REPRODUCTION MAILING LIST—Corrections, additions or deletions to the Management Employee mailing list (including Tech Pros and Supervisors) should be directed to Gail Beckford — 11MV233161, x4230. Please provide her with your name, department number, rank (DC, SC, PAE, EA, Engineer, etc.); specify if Technical-Professional; specify if shop or office section chief. Your cooperation will insure that you receive your mail in the most timely manner possible.

QUALITY MONTH ACTIVITIES—October is national Quality Month. MVW activities include guest speakers Peter Pence, Belcore, on "Customer Perspective on Quality," Wed., Oct. 15, at 1:30 p.m. in the auditorium; and William Latzko on white collar quality, "Taming the Paperwork Tiger," Wed., Oct. 22, at 10:30 a.m. in the auditorium. A Quality Fair will be held Monday, Oct. 27, times and details to be announced later.

ADDITION TO TRAFFIC AND PARKING REGULATIONS **CI**—Citing the need for increased safety precautions, Security has informed us that Paragraph 3.21 of CI 33.250-MV now includes pick-up trucks on the list of vehicles (campers, vans and trucks) that cannot be parked in the three endmost stalls of any row.

DENTAL CLAIM FORM ADDRESS CHANGE—Dental claim forms must be mailed to: Equitable Group & Health Insurance Company, Regional Benefits Office, PO Box 609, Lemont, Illinois 60539-0609. Telephone 1-800-435-9345. Please give your dentist this address change on your next visit.

SAVINGS PLANS HELP—American Transtech assumed record keeping responsibility for the Savings & Security Plan, the Savings Plan for Salaried Employees, and the Voluntary Contribution Plan. If you wish to change investment direction, transfer fund balances, transfer plan accounts, or initiate a withdrawal or distribution, call 1-800-952-0077. If you wish to change your allotment (amount deducted from your salary) complete form SN1014 for SPSE, form SN1070 for SSP or form SN1098 for VCP and return it to Merrimack Valley Payroll.

FINAL TRIVIA CONTEST WINNERS—We had a total of 7 winners for our last 3 trivia questions (see Sept. *Valley Voice* for answers). The winners are Rose Marie St. Cyr, 1st shift office; Loretta Kallio, 1st shift office; Shirley M. Cyr, 1st shift shop; Lillian H. Wright, 1st shift office; Joan H. DiTommaso, 2nd shift; Rubino (Dino) Placido, 3rd shift; and Mark A. Johnson, 3rd shift. Congratulations to all!

Susan Kent heads Budget Committee for United Fund

Susan Kent, General Services Manager, Bell Labs, Merrimack Valley Works, has been named chairperson of the Budget Committee for the Merrimack Valley United Fund Inc.

She previously served on the Fund's Budget Committee for three years and as a vice chairperson in 1985-86.

In this capacity, Susan acts as an administrative head with responsibility for six vice chairpersons and 72 volunteer panel members.

She is also responsible for considering all matters pertaining to the allocation of funds to agencies and for making recommendations to the Board of Directors.

In her new position, she also makes recommendations in connection with decisions involving agency program changes and expansion of services, considering the needs of the community and where funds should be allocated.

Susan is a resident of Westford, Mass.



SUSAN KENT



(Staff Photo—Roger Culliford)

JACK HECK, Manufacturing Vice President of AT&T, Merrimack Valley Works, North Andover (left), presents a check for \$191,575 from the AT&T Foundation to **Tom O'Leary**, United Fund Executive Director (center). At right is **Al Simon**, Manufacturing Resource Planning Manager at MVW, who is chairman of a drive to raise \$600,000 throughout Merrimack Valley Works.

United Fund receives AT&T gift of \$191,575

A gift of \$191,575 from the AT&T Foundation has been presented to the Merrimack Valley United Fund.

It represents the largest gift to the United Fund in its 17 year history, according to Tom O'Leary, UF Executive Director.

The gift was in the form of a check presented to Mr. O'Leary by Jack Heck, Manufacturing Vice President of AT&T's Merrimack Valley Works, North Andover, in Mr. Heck's office on Monday, Sept. 29.

An additional check will be presented to the United Fund later, after completion of an employee fund drive which will be conducted throughout the Works during the week of Oct. 6. The Works' fund drive goal is \$600,000.

Presenting the check to Mr. O'Leary, Jack said he was proud to

forward the contribution to such a worthy organization. He cited from his own experiences some of the "tremendous work" he has seen accomplished by the United Fund.

He said he believed in the principle of the business community helping non-profit organizations such as the United Fund and its 65 agencies.

Referring to the plant-wide drive, Jack said it represented "people participating in the process. It gives all the employees an opportunity to respond and be involved."

The United Fund drive at AT&T is under the chairmanship of Al Simon, Manufacturing Resource Planning Manager at MVW. The Vice Chairperson is Pam Jackson, Engineering and Manufacturing Switching Film Integrated Circuits Manager.

Consultants, media meet at MVW



Consultants are frequently called upon by the media to answer questions on technical market trends and new products.

A group of 20 representatives of major national telecommunications consulting firms met at MVW on September 18 as participants of a seminar presented by the Project Line Management (PLM) group from Andover.

On September 19, fifteen reporters from various national trade publications and major newspapers attended the same presentation at MVW.

Pictured above are William Storer, Consultant Liaison Manager, Network Systems-Southgate (standing center), Charlie Spaneas and Joe Salvo of PLM (standing, left and right), with several of the seminar participants.

In memoriam...

- Maria C. Iannalfo, retired Coil Winder, April 12.
- Ernest A. Lemieux, retired Machinist, May 18.
- John L. Davis, Electrician, Aug. 25.
- Peter J. Smith Jr., Engineering Associate in design drafting, Sept. 11.
- Diana I. Novak, Merchandise Service Clerk, Sept. 29.

Harry Bedell wins award

A Merrimack Valley Works engineer is the recipient of AT&T Communications' Trans Corporate Management Group's Bronze Award for 1985.

Harry R. Bedell, Senior Engineer Installation Engineering, with responsibility for TD-90 (Digital Radio System), was cited for his "significant support to the Trans Corporate Management sales effort" of AT&T-C.

He was presented an engraved plaque by Jack Heck, MVW Manufacturing Vice President, on behalf of AT&T-C at the September Results Meeting.

The award is given to selected AT&T people who have displayed superior performance in support of the AT&T Network Systems' sales effort to AT&T-C.

Harry was singled out for his outstanding assistance in the installation of the White Plains, N.Y.-Cleveland, Ohio, TD-90 route.

In a letter to Harry, Les M. Munford, Director of Sales for AT&T-C, said: "While I am sure it was a team effort to bring about the initial implementation of this new technology, your personal involvement stood out as being extremely professional and effective. I know you spent many hours away from home during the holiday period. I hope this award lets you know that your work is appreciated by both AT&T-NS and AT&T."

Harry, a resident of Andover, has been an AT&T employee for 33 years.



(Staff photo—Bob Gablosky)

HARRY R. BEDELL, Senior Engineer, left, is presented Bronze Award plaque by Jack Heck, MVW Manufacturing Vice President, at the September Results Meeting in the Auditorium.

THE VALLEY VOICE

Merrimack Valley Works
October, 1986

