

MERRIMACK VALLEY WORKS



Valley Voice

May 1987

May 1987

VALLEY VOICE

A monthly publication for active and retired AT&T Network Systems and AT&T Bell Laboratories employees of the Merrimack Valley Works
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On the cover ...

A special day for special people deserves a very special photograph. Roger Culliford, photographer, captures the festive mood surrounding MVW's celebration of Secretaries' Day.



Roger Culliford

Valley Voice is published for people like you who make customers like NTT (above) happy.

What's inside . . .



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Merrimack Valley Works Excellence Award

Jack Heck shares his views

Editor's note: During the February results meeting, Jack Heck, MVW manufacturing vice president, shared his views about MVW's new AT&T Excellence Award program. In response to requests from several attendees, the following article represents excerpts from Jack's address.



they would do. For those people who meet or exceed their goals, there is special recognition.

It makes no sense to have an award or measurement that has nothing to do with the real world. It does not matter whether an award is for cost reduction, service, output, or any other segment of production.

The Merrimack Valley Works Excellence Award is NOT just an award for doing something right or doing something outstanding. Throughout the entire company we are trying to recognize achievement that relates to an improved performance for AT&T. Employees throughout the company must be able to relate their individual and team contributions to the overall improved performance of AT&T.

I see this Merrimack Valley Excellence Award as an award that recognizes people who did what they said they were going to do. What we're looking for is a way to set constantly improving objectives for ourselves and the company, and to measure ourselves against what we said we were going to do.

We are looking for a way to bring everyone together as a team. We are looking for a way to bring this team together with objectives so that everybody on the team is headed in the same direction.

We are NOT driving for output. We ARE driving to build the right load so we can keep the customer happy and provide the best service of any company. Everyone on the team has something to do to influence the success of this effort. When they recognize what's needed and set objectives and goals, we're going to measure them against what they said

and DOES make sense is to 1) recognize what is important and 2) make sure that every employee understands where he or she can make a contribution to the excellence of the company.

If you don't know how you personally can contribute to the success of your team, ask questions, dig into it, but don't stop until you find out!

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AT&T

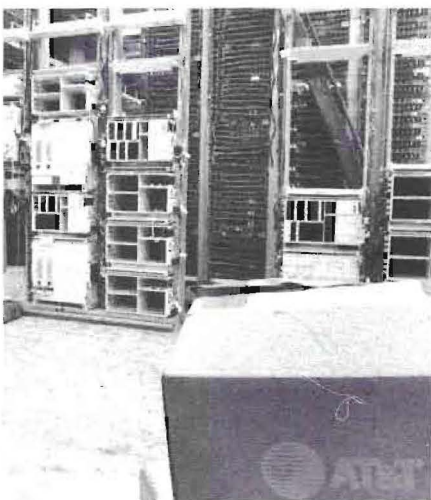
Lightwave does it again . . .



Above, Bob Nolan, department chief, installation, tests Metrobus on-premise in Illinois Bell's Elk Grove office.

Right, Bob Nolan briefs a happy Illinois Bell customer.

Below, cartons delivered from the Merrimack Valley Works await unpacking at the Illinois installation.



Photos by Roger Culliford

Art Carter, department chief for engineering lightwave systems, has been busy. He has overseen not one — but two major new lightwave product introductions in less than one month!

The products — **Metrobus and submarine lightwave terminals.**

The long-awaited Metrobus made its premier shipment to Illinois Bell on April 18, two days ahead of schedule. Once the factory shipped the system to Illinois Bell, it became the responsibility of Bob Nolan, department chief, installation engineering, to oversee the installation and testing of the equipment and software prior to turning it over to the customer. The product is currently being installed in Illinois Bell's Elk Grove location and interconnected with three other central offices in the metro Chicago area.

A smaller Metrobus system was shipped on May 1 to AT&T's Hickory Ridge Training Center in the Chicago area, where Illinois Bell and other customers will be trained in the operation of the new system.

Plans call for Metrobus production to migrate to the new Vision Line in early 1988. This should be a relatively easy task since all Metrobus planning and development was performed with an eye towards this eventual migration. As a matter of fact, advance planning has been the cornerstone of Metrobus.

A decision was made up front to locate 14 Network Systems engineers at Bell Labs Ward Hill to work with the Labs developers in all facets of software, hardware and firmware design. In addition, two manufacturability and two

and again!

testability reviews were held prior to design transfer from the Labs to Network Systems which resulted in MVW being able to introduce Metrobus circuit pack production with a significant reduction in last minute changes. Comprehensive quality and manufacturing test plans were also established which culminated in a rigorous ongoing test and evaluation program before shipping to the customer.

"This project has had more engineering and shop teamwork than any project I have ever been associated with," stated Art. "It's gratifying to see."

Art's second new product introduction, submarine lightwave (SL) terminals, shipped on May 1st. Submarine cable has been around for a long time, but this is the beginning of a new lightwave era.

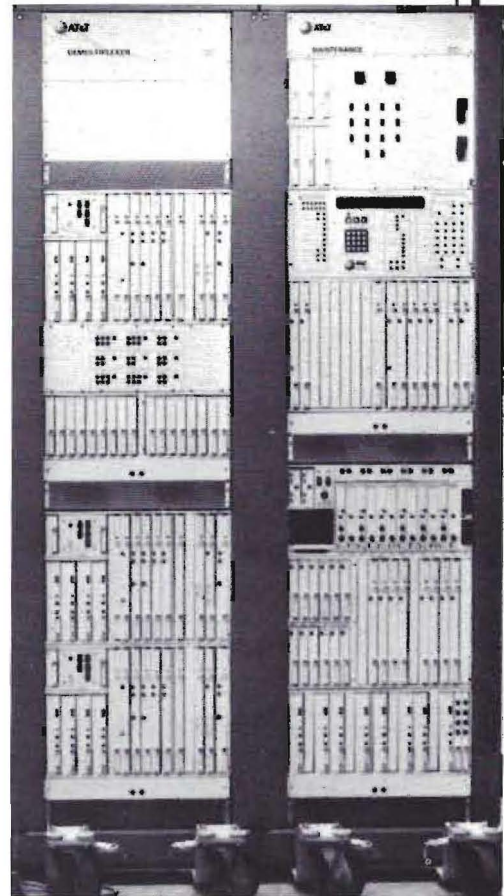
MVW manufactures the multiplex equipment needed for this cable, which will be located in an AT&T Communications central office in Tuckerton, NJ. Merrimack Valley Works also manufactures components for this product such as HICs and SAWs. The SL repeaters are manufactured at the Clark Shop, Reading provides the transmitters and receivers, and the lightwave fiber comes from Atlanta Works. The fiber and repeaters are sent to a company in New Hampshire where the fiber is jacketed with protective layers into which the repeaters are spliced about every 60 kilometers. The cable is then placed aboard a cable laying ship which will connect the new deep water lightwave cable to the shallow water cable off the United States coast. The cable will be dropped across the Atlantic to a branching point just outside Europe where England and France will make connections on their end.

Art noted that, in the past, it was normal to introduce one new product every two years. Due to the intense competition of today's market, introducing two new products per month, as we just did, will become more commonplace.

"What will you do now," asked the *Valley Voice* staff? "See my wife for the first time in quite a while, take a deep breath, and introduce more new products," Art stated with a wink and a smile. ■

Right, MVW's new SL repeater terminals.

Below, Art Carter, department chief, engineering lightwave systems, takes a deep breath before jumping into his next project.



Quality architecture

Quality architecture, VISION of the Future, Merrimack Valley Works Vision. . . all terms that have been discussed frequently in conference rooms and boardrooms, in the shops, office cubicles, auditorium, cafeteria and pages of the *Valley Voice*.

"Everyone has a job to do. Everyone has a role. Everyone can contribute to the success of Merrimack Valley Works and AT&T. . ." O.K., I'm ready, tell me where to start — where do *I* fit in?

Quality architecture is a disciplined SYSTEM which will result in CONTINUOUS improvement in our approach to manufacturing to achieve excellence. It is getting back to basic good manufacturing procedures that have somehow gotten side tracked over the years.

Anyone with school-age children understands the drive for a return to basics. Somewhere in an attempt to introduce more advanced educational methods, our schools forgot how to teach students to read, write and think creatively. A similar evolution clouded manufacturing methods around the country and at Merrimack Valley Works. Quality architecture will get us back to the basics of good manufacturing techniques leading to quality products and high profitability.

How do we do this? First, by establishing a goal. The Merrimack Valley Works Vision establishes that goal. All employees will soon be receiving a personal copy of the MVW vision goal. ALL management decisions are made with that singular goal in mind.

Secondly, by identifying where we are right now and what changes have to be

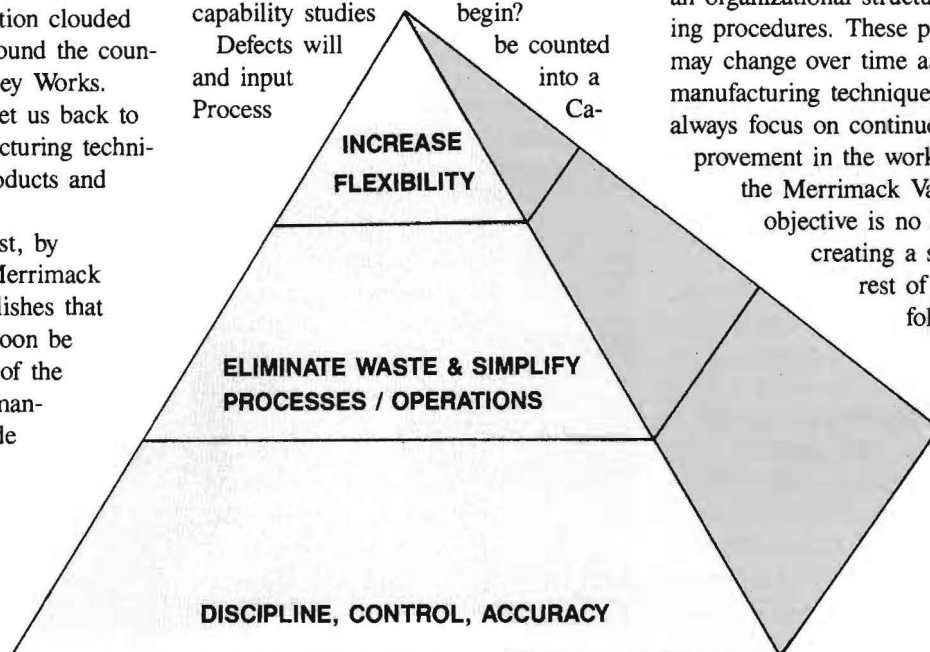
made to get on the right road to achieving that vision goal completely.

PROCESS CAPABILITY STUDIES —

Process capability studies will soon begin and provide the foundation needed for the current factory to determine the best that Merrimack Valley can do today with existing processes and procedures. Assembly, storerooms, distribution, kitting, documentation, shipping, receiving — ALL activities involved in the manufacture of a product, including "white collar" administrative functions, will be identified and assigned "cells." Each cell is considered an independent unit which requires input and produces output — input received from another cell as a customer, output sent to another cell as a supplier. Cell teams will be formed to manage the cell operation and provide feedback to other cell teams concerning problems. Individuals at any point in an operation can share his or her particular expertise to affect decisions leading to process improvement.

What things will you see happening around the Works when the process capability studies begin?

Defects will be counted into a Process Ca-



QUALITY ARCHITECTURE

pability Analysis Package (PCAP) which will determine the ability of our current processes to do the job right the first time. Using a statistical basis and identifying variables, the PCAP will yield usable information which can be transformed into process changes necessary in any of the cells.

Over time, process capability will be increased to a level where measuring defects in terms of percentages will be replaced by the more meaningful "parts per million."

Process capability studies will reduce every action to its simplest form and determine each action's total potential for quality manufacturing.

Designing for manufacturability will become routine so that high yields are part of the original design of a new product and not an afterthought during manufacture.

Action registers will assign specific responsibilities to specific individuals and will be constantly tracked for results.

The quality architecture approach to manufacturing will not end with capability studies, but will put into place an organizational structure with supporting procedures. These procedures, which may change over time as products and manufacturing techniques change, will always focus on continuous improvement in the work performed at the Merrimack Valley Works. Our objective is no less than creating a standard for the rest of the world to follow. ■

Where did they go?

— Training expands into new facilities

What do you do when there are 8,000 people in need of training but your training facilities are 30 years old and designed to accommodate a workforce of about 6,000? You expand! That's exactly what happened at 9:00 a.m. on April 21 when construction officially turned over new training facilities to the training organization.

Joe Miett, department chief of training, was quick to point out that training facilities will remain within the plant. The new facilities located outside the NW corner of the plant are an addition.

The new facilities consist of 11 mobile classrooms which have been bundled together and permanently affixed to give the appearance of one giant complex (which it actually is). The elaborate covered decking and bright green and white striped roof provide the ambience of a seaside restaurant from the exterior. Inside, it's all business—the training business.



Ray Bergeron, section chief of training, provided the *Valley Voice* staff with a guided tour of his new area with obvious pride. Divided into 3 separate sections connected by covered decking, building A, deceptively, appears to be the largest due to its arrangement. Building A houses office cubicles for the majority of the training staff, the largest training room which can accommodate up to 30 students comfortably, a "room-in-the-round," a computer center



The *Valley Voice* staff asked many of the trainers (and the only 2 students who were on break from class at the time we were there) what they thought of the new facilities. Here are a few of their comments: Trainer, Cindy Lutey—"It's great. So many of us didn't have a place to put down a pad or pencil. We just wandered from desk to desk. Now we have a place to call home." Trainer, Sandy Croteau—"I like it because the atmosphere is conducive to training." Trainer, Karol Fitton—"The new facilities are better for students and trainers. There is more organization and space." Student, Irma Frias—"The new facilities are very nice." Student, Gena Mical—"The atmosphere is great and there are no distractions."

Joe Miett lavished praise on Charlie Turner of factory engineering who coordinated and directed the entire construction process. "He did an outstanding job," said Joe.

When trying to find the new training facilities, do not confuse them with the Bell Labs mobile classrooms by Gate 4; nor the trailers located at the back of receiving which bear names like apple, orange and pear. The training facilities are near Gate 6 behind building 46. Just look for the bright green and white roof. ■

and a tester training classroom. The interior appears modern and comfortable.

Buildings B and C contain a few office cubicles, but primarily provide facilities for small training rooms, storerooms, electronics labs complete with dataports at every station, a microprocessor lab, a microscope lab, and computer-aided training facilities controlled by the computer center in building A. Everything throughout the complex is carpeted, freshly painted and clean as a whistle.

KNOW YOUR CUSTOMER

New England Telephone

Headquarters: Boston, MA

Owner: NYNEX Corp.

Employees: 29,000



Roger Culliford

VIC MEOLA, Pete Geisler and Ed Lynch complete testing on a fully loaded DACS SRDC bay to be shipped to New England Telephone.

New England Telephone is fully owned by NYNEX, one of seven regional Bell Operating Companies formed from the divestiture of AT&T. New England Telephone furnishes telecommunication services in Maine, New Hampshire, Vermont, Massachusetts and Rhode Island. The company also provides data transmission as well as transmission of radio, television, and private line voice services.

In 1985 New England Telephone handled 13.75 billion local calls and 2.8 billion toll calls.

New England Telephone is a frequent visitor to the Merrimack Valley Works. These visits are centered around quality and give the customer the opportunity to learn about the manufacturing processes at Merrimack Valley Works and meet the people involved in making AT&T products.

New England Telephone is one of the largest users of DACS (Digital Access Cross-Connect System). The first use of DACS SRDC (Sub-Rate Data Cross-Connect) was installed in Manchester,

NH, in 1986. Lightwave products include FT3C and FTX180. Other MVW products include D4, and New England Telephone is currently considering an AT&T 135 radio system in Bangor, Maine.

A New England Telephone spokesman cited the lightwave special design shop as instrumental in helping them meet an important customer commitment by providing a special cabinet equipped with lightwave equipment. The extra effort provided by this shop was viewed by New England Telephone as an example of MVW's responsiveness to customer needs.

With technology rapidly changing, it has become evident that the unified effort, exemplified by the personnel of Merrimack Valley Works, product management, and the account teams on behalf of New England Telephone, will better position AT&T in the marketplace to meet all customers' needs now and in the future. ■

VISION of the Future . . .



PAUL TREMBLAY, painter, Works Services.

Building a World Class factory

Envisioning the future often brings to mind landscapes filled with unusually shaped high rise gleaming glass and metal structures like the pyramid skyscraper in San Francisco or the Guggenheim Museum in New York. Whatever you envision as the future, we can all agree that it has a special "look". MVW's VISION of the Future also has a "look" — nothing so elaborate as Seattle's space needle or Walt Disney World's EPCOT Center, but the look of a modern high-tech facility from which customers can feel at ease and assured that they will be receiving modern high-tech products. Transforming a 30 year old factory to meet these expectations is no easy matter.

"We have about 2 million square feet of space between what we own and what we lease," stated Dick Curtis, department chief, engineering resource planning. "Of that, about 1 million square feet is manufacturing space and the other million houses support and office functions."

Dick, who is the Works planner for space allocation, believes that even though MVW appears to be bursting at the seams, we do not have a space problem; we do have a space utilization problem.

There are many rearrangements, both in process and planned for the future, to turn MVW into the factory of the future, but the biggest of the space-related projects has to be the new Vision Line requiring 140,000 square feet.

When your options do not include leasing space or adding a new building, how do you create 140,000 square feet of space where none exists? By making efficient use of underutilized areas and creating a small amount of turnaround space to work your way through.

To be located on the first floor of building 30, the new Vision Line circuit pack shop will cut a swath through what was/or is now test set maintenance and construction, the Works Service storeroom, plant construction, microwave plug-ins, FAA and TI-TIC-MIC panel shops. The Vision Line wired equipment

shop will extend from the current shipping area, through the bay assembly shops to the FASTECH systems test area.

Clearing space for the Vision Line began by moving the FAA shop to the underutilized NTAC area. Since the TIC/MIC shop was being transferred to Watertown, MA, that space became readily available for the Vision project. The microwave radio shop, which occupies 20,000 square feet, is moving into the area vacated by DDS which moved to Salem. Plant construction will be relocated to building 34 which previously housed the crystal cutting operation. The most challenging of all the moves required to facilitate the Vision Line may be the relocation of the Works Service storeroom. The best location for this storeroom was in space occupied by reproduction. The problem has been resolved by using underutilized space beneath the office mezzanine to accommodate reproduction and subsequently free up space for the storeroom.

And so it continues like dominos, one move providing space for another. In the long run, the efficient use of the Vision Line space will yield a net profit of over 50,000 square feet.

There are many plans for the remainder of Merrimack Valley Works, also. Modernization, long overdue, includes new floor tile, a new contemporary paint scheme, new office space located on the mezzanine and a continuation of the new office cubicles, similar to those located on the third floor, throughout office areas. There is a recognized need for additional conference rooms and a customer conference center, and there are plans to eventually bring all MVW employees currently in leased space back into the main plant. "But first," said Dick, "we have to understand how much space is really needed by each group and figure out how much can be saved through consolidation."

"We must be more aware of space as a resource to improve our operations and our image with customers," Dick continued. "We are going to improve our use of available space by locating

functions where they logically belong rather than where they just fit, and create an environment which looks, as well as operates, like a world class factory." ■



JOHN SILVIO, carpenter, Works Services.

Photos by Roger Cullford

Employee Spotlight



Bob Gablosky

TONI RONSIVALI

Toni Ronsivali is a customer service representative. She is MVW's primary point of contact with one of our customers — Bell Atlantic and its subsidiaries.

During a typical day, Toni handles calls that range from simply providing a Federal Express airbill number to an installer in Pennsylvania waiting to receive equipment, to providing DACS circuit packs which will be used for digital service at the White House, to everything in between.

Her job has varied tasks, all aimed at improving our service to this important customer. When a customer request for help comes in, Toni researches the request to determine a plan of action. She coordinates her efforts with the production service group who works with the shops in

order to expedite delivery of the product or service to the customer.

The "tool" of Toni's job is knowledge — knowledge about such diverse things as production control methods, storeroom computer files, forecasting techniques, and packing and shipping procedures.

Her supervisor, Fred Bishop, says, "Through it all, Toni keeps everything in balance, manages her job professionally, and does it with a smile."

Merrimack Valley Works salutes employees who care about the quality of their work and performance to our customers — Merrimack Valley salutes Toni Ronsivali.

Around the



WILLIAM LYONS QUALITY DOLLAR RECIPIENT

Bill Lyons, a level-3 tester-analyst with the thin film transmission HIC shop, has received a Quality Dollar for his work in retesting lot failures of TED (transmission equipment division) HICs.

Over the past sixteen months, Bill has been responsible for saving almost 200,000 HICs from being discarded as junk by analyzing lot failures for process errors and omissions. In order to



• JACK HECK offers a handshake to Japan's NTT representative.

Works . . .

recover these devices, he has reworked more than 850,000 HICs which would have otherwise been junked.

Bill has worked at Merrimack Valley Works for over 31 years and has been associated with thin film since 1973. His contribution towards reducing the amount of PCC (product conformance cost) in the component factory was recognized by Tom Maricic, department chief for transmission HIC test & reliability engineering, by nominating Bill for a Quality Dollar. Bill's diligence and dedication have helped to illustrate the importance of studying how a product fails so that the knowledge gained can be transformed into a better quality product.

HANDS ACROSS THE CONFERENCE TABLE

April 3 was a day of excitement at MVW. After several visits to the plant and months of negotiations, Nippon Telephone and Telegraph (NTT) of Japan agreed to purchase MVW 2B echo canceller systems. These systems are designed specifically to interface with the Japanese network.

The 2B echo canceller is primarily used for long distance telephone conversations where signal delays can

result in an echo, making conversation nearly impossible for the user. The 2B echo canceller eliminates the echo to restore the voice quality expected by customers.

NTT's visit to MVW on March 20 was led by a quality inspection team. After one full week of careful examination of the product, our quality passed with flying colors, resulting in a milestone sales agreement between the two companies.

Stated Jack Heck, "The hard work of many AT&T organizations making up the MVW team in the echo canceller project has not only produced a world class product, but also has helped establish AT&T as a world class company."

ECHO CANCELLER WORKERS HONORED BY CUSTOMER

Peter Isenberg of AT&T's Network Operation Group (part of AT&T Communications) has responsibility for echo control within the entire telecommunications network. Peter came to thank and commend MVW workers for their part in improving this network. He noted that a rise in the quality of echo control was directly traceable to the success of the EC32000, produced ONLY at Merrimack Valley Works.

Wayne Barrett, department chief of the EC32000 department, accepted a plaque of appreciation on behalf of the workers who gathered for the presentations — the shop operators, each deserving of praise for a job well done, who are the real story behind the EC32000 echo canceller success.

Wayne explained to his people just how much their contribution to the success of this project meant to the company. He thanked everyone for caring enough about their jobs and the company to take a PX (personal excus-



WAYNE BARRETT accepts award on behalf of the echo canceller workers.

ed absence) during the times when orders were slow.

These people clearly cared about their jobs — cared enough to ask questions and understand the processes they were part of — cared enough to sacrifice a portion of their wages to ensure the success of their department. These people are the true heroes of the EC32000 echo canceller project.

ANOTHER FIRST!

New products were popping up everywhere at MVW in the last month. Another new product making its' debut shipment on April 24 was a variation of DACS made exclusively for export to Singapore. A domestic version of DACS has been around for awhile, but this latest milestone marks the first export model.



Around the Works (cont'd) . . .



SENATOR RUDMAN VISITS MVW

U.S. Senator Warren Rudman was invited to address the MVW staff on April 14. The Senator apprised the staff of current congressional issues of concern. The staff reciprocated by providing Senator Rudman with an overview of MVW and our business outlook.

AL CARLSON ADDRESSES PARTNER'S STRATEGY SEMINAR

"In order to be successful, satisfying our strategic partners' needs is crucial," said Terry Crater, a department chief in market planning for the common components and power systems division of AT&T Technology Systems. The occasion for the remark was the kick-off of the recent CC&PS Partner's Strategy Seminar which they hosted to learn how they can better meet the needs of their partners — namely us.

Al Carlson, MVW manager, manufacturing resources, was a featured speaker at the recent CC&PS seminar. Al stood before the crowded room of CC&PS marketing, sales and product management personnel and

listed the strategic areas for improvement that CC&PS must address. "Merrimack Valley needs improved shipping performance against established intervals and a reduction of published intervals for components. Other suppliers are willing to commit to better service, quality and lower costs. If CC&PS doesn't provide it, someone else will," he said.

Rocco Cioffoletti of CC&PS' market planning group was encouraged by the openness and spirit of cooperation that marked the day's proceedings. "This sort of dialogue is absolutely necessary. If CC&PS is to be successful, we must be very receptive to customer feedback, whether it be good or bad. We must heed what we hear and take immediate action. If we lose just one customer due to our inability to respond, we could lose them all. That's why we're focusing on customer and partner satisfaction," said Cioffoletti.

CLARK SHOP PARTICIPATES IN 'ENHANCED TRAINING OPPORTUNITIES PROGRAM'

A total of 10 percent of Clark Shop union-represented employees are presently participating in the newly adopted "Enhanced Training Opportunities Program" (ETOP). The program offers after-hours courses, held at Union County Regional Adult School, which are designed to enhance occupational skills, provide opportunities for personal and career development, improve communication skills, and increase knowledge of state-of-the-art technology relevant to the present and future needs of the business.

Current offerings include beginning typing, basic word processing, book-keeping and accounting, and computer programming.



AL CARLSON ponders a remark at the recent CC&PS Partner's Strategy Seminar (see story, left).

NEW CPIMs HONORED

New CPIMs (individuals who have been certified in production and inventory management) were honored at a luncheon held at MVW on April 4. To achieve certification, these people were required to pass 4 out of 5 APICS (American Production and Inventory Control Society) exams with a score of 65 or higher.

The 39 new members bring MVW to a total of 77 CPIMs — a great achievement in which we can all be proud.

AIM LINE IMPAC CUTOVER

The first MPS (Master Production Schedule) generated using IMPAC software went into effect May 8-10. The initial cutover involved the controller bays and circuit packs of the D5 line.

Barry Hartmann, section chief, who is the master scheduler for this project, explained the process at a ceremonial signing of a commemorative document inaugurating the IMPAC system.

All "Around the Works" photos except Al Carlson by Roger Cullford

MVW HAZARD COMMUNICATION TRAINING TEAM SPEAKS

Planning engineers Richard Grillo and Ralph Collipi Jr., and Gail Twining, engineering associate, were presenters at the 66th annual Massachusetts Safety & Health conference held April 7. Dr. Gene P. Grillo, senior staff engineer and chairman of the board of the Massachusetts Safety Council, was toastmaster.

The presentation was an explanation of the development and objectives of the chemical handling and awareness course recently given to all MVW employees. This course was developed by the MVW industrial hygiene organization, with project

and work habits, and emergency situations.

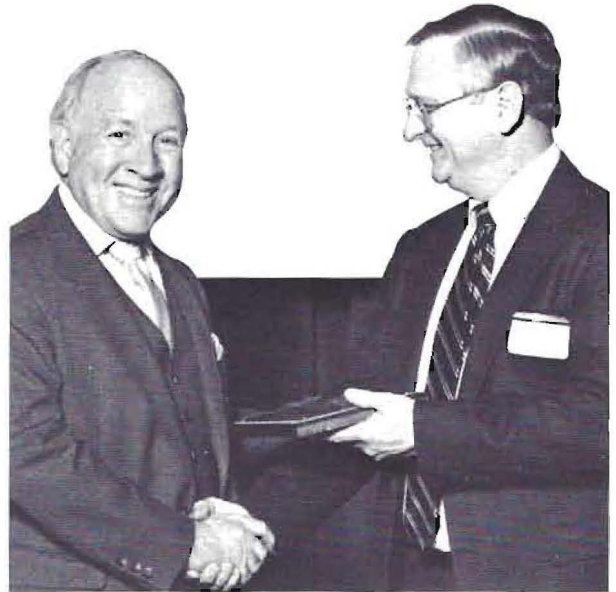
Feedback of the April presentation was positive. A government spokesman attending the seminar commented that this was the best of the many presentations of its kind he has heard.

DIGITAL RADIO SEMINAR

The digital radio seminars mentioned in the last issue of the *Valley Voice* continued on April 23. But this time, the participants were 4th and 5th level managers of AT&T Network Operations Group (AT&T—NOG), our biggest customer. The seminar and tour of MVW digital radio facilities were aimed at familiarizing our customers with the proven reliability and advanced technology of AT&T advanced digital radio products.

QUALITY HEROES

During the March results meeting held April 9, Len Winn, MVW quality manager, named Wayne Barrett, Frank Bayliss, Jack Blackwell, Larry Dussault, Brian Fallon, Dick Hutchinson, Ken Lobdell, Rick Rurak, Tony Syvinski and Joe Welch quality heroes and awarded them with tickets for a free ice cream in the cafeteria. These gentlemen make up the team of dedicated individuals who coordinated the 2B echo canceller project for Nippon Telephone & Telegraph (NTT) (see related story elsewhere in "Around the works"). Len noted that this team is deserving of special merit for their efforts. Congratulations, gentlemen, for a job well done!



CHARLIE KLEIDERER, vice president of Shaw Products, a Middlesex, NJ, supplier of molded plastic parts, accepts congratulations from Jack Heck.

SUPPLIER RECOGNITION

On April 6, MVW hosted a supplier recognition ceremony where 70 companies were honored. The presentation of awards was the result of a careful review by an MVW selection team charged with determining those MVW suppliers who provided outstanding performance during 1986.

Len Winn, MVW quality manager, told the gathered suppliers that, although technology sells the product the first time, quality and service keeps the customer coming back for more. As 70 percent of MVW's cost of product represents purchased components, a proper relationship with suppliers is absolutely essential for the success of our business.

Len mentioned a recent report publishing figures for hourly wage differences around the world. The Japanese hourly wage has increased to such an extent that we, as Americans, can no longer excuse our higher prices on higher labor costs. "High quality and low cost go together," said Len, "and we want our employees to know we are buying only the best products available."



GAIL TWINING, Richard Grillo and Ralph Collipi Jr.

management, text processing and illustrating support from the AT&T Technical Training Services in Dublin, Ohio. The course, which was developed to satisfy the Occupational Safety and Health Administration's (OSHA) Hazard Communication Standard, covered a review of chemical labels and material safety data sheets (MSDS), personal protective equipment

Product profile . . .

Serving the Information Age — DACS

DACS has been a flagship Merrimack Valley Works product since the early 1980s. An enhanced version, DACS II, promises to keep the momentum going. DACS II, which will generally be available later this year, focuses on the telephone companies' lucrative business services, both the current services and new ones looming on the information-age horizon. It can serve all AT&T domestic markets and is the basis of a product designed specifically for international markets. By using the latest in software and VLSI

(Very Large Scale Integration) technology, it gracefully tucks increased functionality and flexibility at five times the service capacity into the same size package as its predecessor. Yet it needs only two-thirds the power.

DACS II gives our customers the same automatic, low-cost, flexible method to provide special services such as WATS lines, advanced digital services, conference calling, private network and PBX services. But because DACS II is software based, enhancements and new services such as

ISDN (Integrated Services Digital Network) will be sent to our customers on software, keeping their need to buy or change equipment to a minimum. Like all AT&T software-based systems, DACS II helps our customers increase their revenues through fast responsiveness to demand, addressing unforecasted growth, and the ability to provide digital services. At the same time, it helps control costs by holding down capital expenditures and operating expenses. ■

STATEMENT OF AT&T - NETWORK SYSTEMS — MERRIMACK VALLEY WORKS POLICY OF EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION — 1987

As the location head of Merrimack Valley Works, I would like to reaffirm my full commitment to equal opportunity and affirmative action as stated by Mr. J. E. Olson in the company policy statement. In addition, I also pledge the complete support and assistance of all my subordinates for implementing an effective affirmative action program that will assure equal opportunity for all employees.

To further the policy of ensuring that all employees and applicants for employment are provided equal opportunity, we will:

Recruit, hire, train and promote persons in all job classifications without discrimination because of race, color, religion, sex, age or national origin, except where sex or age is a bona fide occupational qualification; base decisions on employment to further the principle

of equal opportunity; ensure that promotion decisions are in accord with principles of equal opportunity by imposing only valid requirements for promotional opportunities; ensure that all other personnel actions, such as compensation, benefits, transfers, layoffs, return from layoff, company sponsored training, education, tuition assistance, social and recreational programs, will be administered without discrimination because of race, color, religion, sex, age or national origin.

Equal opportunity is the responsibility of the entire work force. Therefore, each supervisor is required to become familiar with the contents of our affirmative action program and take an active role in implementing its policies and practices. Furthermore, supervisors will discuss equal opportunity-related items of special interest with interested

employees.

Our level of success in achieving our affirmative action objectives is a challenge to our supervisory skills. Consequently, the effectiveness of supervisors in furthering our affirmative action programs will be a factor by which supervisor assessments and appraisals will be made. The EO coordinator at this facility is J. Carlos Ruiz, personnel and equal opportunity section chief, who will monitor all EO activities and will be responsible for reporting the effectiveness of the affirmative action program to me on a quarterly basis, including recommendations for necessary action to insure attainment of our EO objectives.

J. A. Heck

Manufacturing Vice President

AFTER HOURS

Cruisin' with Bruce



How well do you know the policeman who protects you and your property in your home town? How well do you know the guard who protects you at work? Policemen, and guards too, are a part of the workforce that most of us are happy to avoid. Yet when needed they are always there to help.

If you are lucky enough to live in Hampstead, NH, or work at AT&T, you may know Bruce Roberts.

At AT&T he is a sergeant in the guard force, working a rotating schedule which covers all three shifts. Two nights a week, after working during the day at

AT&T, Bruce is a policeman for the town of Hampstead, NH. He brings a great deal of experience and enthusiasm to BOTH jobs.

Bruce received his formal training in police work at the New Hampshire State Police Academy. In 1977 he worked as a full time police officer for the town of Plaistow, NH. In 1979 he began working at AT&T as a member of the guard force and in 1983 joined the police force of Hampstead on a part time basis.

That's a lot of police work! Bruce told the *Valley Voice* staff that his second "career" with Hampstead is more a hobby than a job. "Police work gets in

your blood," he said. He also said there is a lot of stress. You have to be very strong willed and possess a variety of skills, including getting along with people. Often he is called upon to act as mediator in a dispute, and at those times he needs ALL his skills.

Getting along with people is the easiest part for the very affable Bruce Roberts. "The best part of being a police officer," says Bruce, "is being able to help people when they need it most. The people who receive help really DO care and later often write to say thanks."

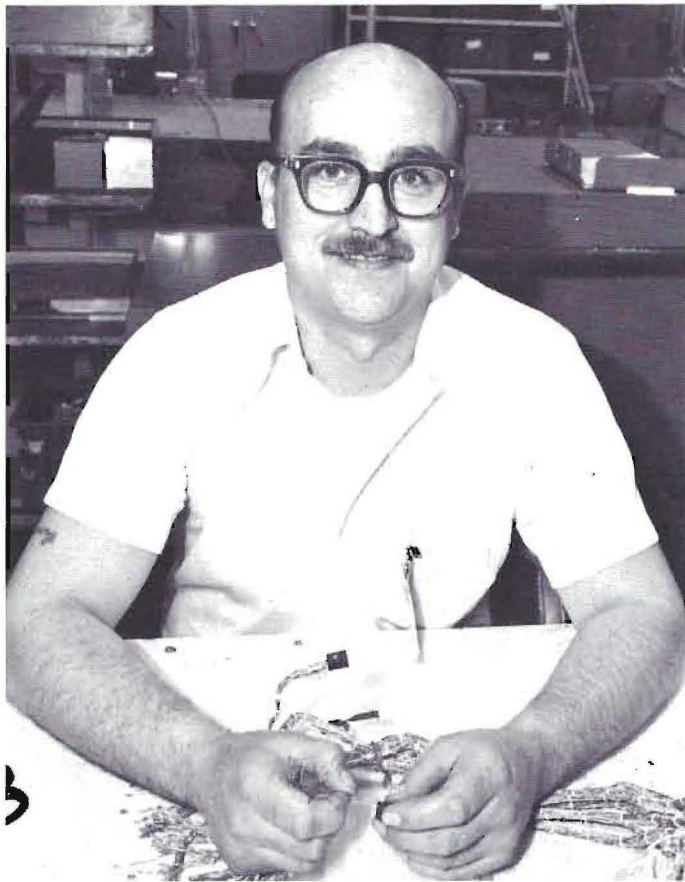
To take on a "hobby" which is not only dangerous and underappreciated, but also requires performing basically the same functions as your job, you really have to love it! It is obvious through his dedication to AT&T and Hampstead, NH, that Bruce DOES love his work.

As for that little bit of free time between work and his "hobby," Bruce, his wife

Bonnie and their 9-year-old son enjoying skiing and trips to Florida.

So, next time you see a guard or local police officer, smile and remember that, after all, guards are people too! ■

Roger Cullford



Roger Culliford

DANIEL G. MENARD, a level 1 operator in the Salem I cable shop, received a \$2,720 award for suggesting the addition of a cable positioning device on the 200SD auto clinch.

March awards

(More than one award indicated in parentheses)

\$2,075

Charles W. Senter (2)

\$1,065

Byron E. Kitsos (2)

\$825

Barry M. Noonan

\$565

Doris P. Temple

\$495

Jeffrey E. Gill

\$215

Brenda L. Kowalewski

\$192.50

Robert J. McGurn
Angelo A. Tudisco

\$175

Paula J. Mortela

\$173.75

Julie S. Edwards
William J. Gaudet

Robert M. Johnson
Jaqueline Y. Ng

\$135

Michael H. Crowley
William F. Joyce

\$100

Robert L. Ackerson
Judith G. Arnold
Thomas L. Brown
Barbara S. Cole
Randolph E. Durst
Richard P. Frappier (2)
Frances W. Wright

\$97.50

Anthony J. Rossetti
Kenneth E. Tuccolo
\$95
Janis L. Barry

\$75

Michael A. Angeloni
George D. Boardman Jr. (2)
William L. Boddy
Dennis G. Cargill
Raymond J. Childs Jr.
Grace E. Conway
Daniel G. Cormier
Ernest J. Courcy

Richard E. Dickey
Mary R. Gatti
Robert A. Gibson
Cathy A. Harrington
Ed L. Hilton
David S. Huse
Evan C. Keene
Kyle C. Lynch
Daniel E. Mannion
Richard J. McCarthy
Christopher P. Obert
John H. Pelletier
Michael A. Ramsden
Paul Toufar
Teresa K. Walsh
James J. Yokley

\$62.50

Kathleen E. Flanagan (2)
Susan M. Martineau (2)

\$50

Linnea L. Bibeau
Richard C. Bisson
Paul Consinakis
Lorraine D. Couture
William E. Dickinson
Isabelle Gonsalves
Wah N. Goon
Paul D. Hudson
James W. Krawec
Marguerite G. LaCroix
Ida McCarthy
Jeffrey Page
Eric S. Rosengren
Dennis M. Sinclair
D. Michael Straw
Richard E. Wansker

\$40

David J. Terry

\$37.50

Patricia C. Censullo
Linda D. Hamel
Michael J. Harris
Michael J. Hutchinson
Eileen J. Marchand
Gayle E. Morris
Denise M. Oliver
Robin H. Orr

\$25

Michael G. Cormier
Ara Derojian
Karen A. Francis
John W. Fruci
Sharon J. Glidden
John J. Hardacre
Paul E. Heinze
Richard J. Hosford
Leon E. Marchand
Steve R. Marcouillier
Mark L. Parsons
Helena Polizotti
Robert R. Sanders
John C. Scaffidi

\$12.50

Anthony Felice
James W. LeBlanc
Dale A. Martin
Mark R. Rivet

YEARS
OF
SERVICE

Retirements

March

31 Merlon P. Gill
31 Joseph F. Hume
30 Joan D. Cote
30 Helen M. Faye
30 Sandra K. Makris
30 Irene M. Stewart
29 Lucy M. Abdo
29 Frederick W. Ritter
27 Robert N. LaFleur
26 Keath E. Johnson
25 John B. Mason
25 Esther J. Orcutt
24 Rita T. Fregeau
24 Eva A. Janvrin
19 V. Rita L. Chiara
19 Rita P. Emond

April

42 Francis J. Lavallee
40 Henri J. Seymour
37 John P. Bednez
36 Louis T. Blasi
36 Henrietta B. Bryant
36 Joyce L. Burden
36 Wah N. Goon
35 Jeannette M. Lanouette
35 Edward Z. LeClair
35 Kenneth A. Lewis
35 Richard M. Lewis
35 Donald N. Nadeau
35 Barbara C. Noury
35 Andrew J. Plourde
35 Carlo P. Scalera
35 Lenorma L. Wilkins
34 Chester E. Batchelder
34 Louise G. Becotte
34 Marie Lorraine Emond
34 Rose Kojoian
34 Margaret C. Mercier
34 Walter M. Morse
34 Donald B. Scott
33 Aldona K. Jasley
32 Theresa D. Kamberalis
32 Edward H. Kneeland
32 Robert A. LaPlante
32 Lawrence R. Ward
31 George D. Buckley
31 Bethel F. Keller
31 Joseph L. Routhier
31 Donald F. Samoisette
31 David J. TerHorst
30 Charles Budrevich
30 Michael J. Comparone
30 Rose M. Richard

Retirements (cont'd)

29	John H. Caron
29	Neil C. Patnaude
28	Kenneth N. Hall
28	Lillian H. Wright
27	Irene C. Graham
26	Ara G. Donoian
26	Joan B. Gray
26	Betty L. Jackson
26	Ruth H. MacDougall
25	Michael P. Barysauskas
25	Frances M. Burke
25	Raymond J. Duchemin
25	Ernest A. Gilford
25	Joan D. Hamel
25	George E. Morris
24	Leland B. Betts
24	Mary H. Knipe
24	Irene S. Rogers
20	Leland E. Sargent
20	John J. Wholley
16	Helen L. Drouin
16	Allen L. Gesing

In memoriam

Elizabeth Arsenault	retired benchhand, Dec. 30, 1986
Helen T. Cash	retired coilwinder, Jan. 19, 1987
Clarence E. Cotter	retired benchhand, Mar. 10, 1987
Irene M. Couture	retired machine operator, Jan. 27, 1987
Albert J. Daher	retired sorter, Jan. 6, 1987
Jeannette S. DeLeo	retired layout operator, Mar. 20, 1987
Catherine T. Doherty	retired inspector, Apr. 13, 1987
Evelyn L. Francis	retired order detailer, Dec. 6, 1986
Samuel Howie	retired department chief, Mar. 14, 1987
Irene V. LaPlante	retired assembler, Nov. 29, 1986
Madeline Macaione	retired inspector, Dec. 10, 1986
Thomas J. Muldoon	section chief, May 1, 1987
Catherine V. Ring	retired tester, Feb. 19, 1987
Pauline B. Stabile	retired process checker, Mar. 5, 1987
Mary Strout	retired coil winder, Mar. 22, 1987
Liberty S. Vekos	retired inspector, Mar. 21, 1987

For your information...

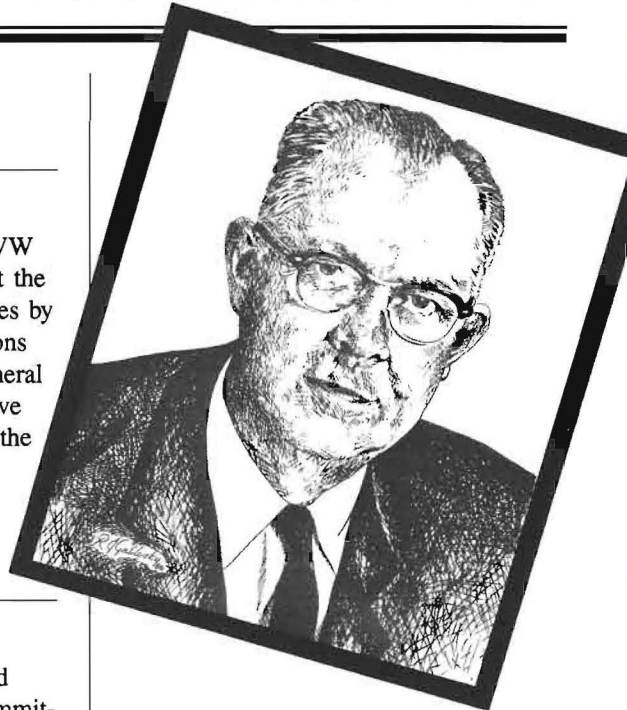
NEW ART FOR AUDITORIUM

Next time you're in the MVW auditorium, take a look at the walls. Pen and ink sketches by Bob Gablosky of the public relations department, depicting the nine general managers of MVW since 1956, have been framed, matted and hung in the Works Auditorium for everyone to share.

DUMP IT!

The Works housekeeping and proprietary information committee is conducting a Works-wide spring cleanup campaign during 5-IV through 6-II week (May 18—June 7) for the disposal of all non-essential or inactive papers and records in desks, files and cabinets. All employees should review the contents of all desks, files and cabinets under their control in order to free up as much filing space as possible. Duplicate files within organizations should be eliminated, and records with authorized retention periods should be considered for record-room storage. Any questions regarding disposition or retention of documents should be referred to Walter Narinkevicius, x2398.

Disposal tubs will be provided in these areas as scheduled. There will be separate tubs for proprietary and non-proprietary material, marked accord-

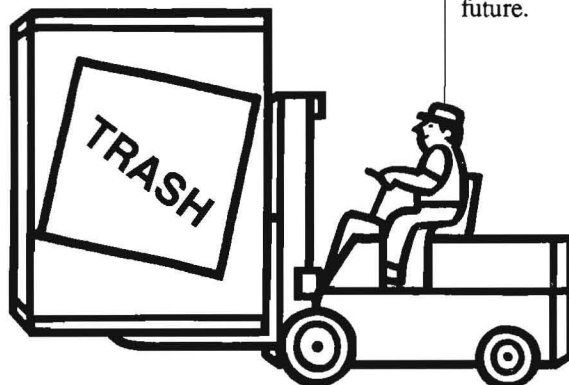


ingly. Additional service or tubs, as needed, can be obtained by calling ext. 2274.

The disposal schedule is:

Dates	Location
May 18-22	Buildings 20-1, 20-2 (office)
May 26-29	Building 20-3
June 1-5	Buildings 30-1, 30-1, 70 (shop) and mezzanine

With your enthusiastic cooperation, and with no added cost, we CAN come up with the additional file space needed to ensure the success of the clean-desk policy at Merrimack Valley Works and more effectively protect the intellectual property so vital to our future.



For your information (cont'd) . . .

CET†/BRPS EDUCATION

On our journey to achieve Class "A" BRPS status, the business resources planning organization is offering the following CET/BRPS courses at MVW for the second quarter of 1987.

Manufacturing Management Seminar—May 18-20

Production Activity Control Workshop—June 16-18*

Production Planning & Master Scheduling—June 24-25*

Design & Engineering Responsibility to Manufacturing—June 2-4

Just In Time Overview—June 26

* For anyone involved in taking the APICS exams.

For further information regarding these courses, please contact Dawn Santo on x4738.

**For anyone involved in taking the APICS exams.*

†CET stands for Corporate Education and Training and is the new name replacing Corporate Education Center.

MVFCU OPEN HOUSE

During the week of April 13-17, over 2500 Merrimack Valley Federal Credit Union members came to visit and participate in

Celebrating the opening of a new branch office on Osgood Street, just across the street from Merrimack Valley Works. This building was a long awaited accomplishment that should make membership proud.

The new office has enabled MVFCU to hire additional staff to better serve members and to offer a greater variety of services in the future, such as first mortgages, home equity lines of credit, safe deposit boxes, drive-up service, family members, etc.

This credit union, established in 1955, has become one of the largest in the area, with \$130 million in assets and 22,000 members.

MVFCU ELECTIONS

They came by car, by foot, and even by plane! They came from Massachusetts, New Hampshire and Maine. Wherever they came from and however they arrived, the important fact is that MVFCU members came in mass to vote in the Merrimack Valley Federal Credit Union elections held on April 25.

This overwhelming turnout resulted in Jack McSweeney, Bob Zingali, Eddie Dimmock, and Tony Vitale being elected to the new board of directors. Congratulations!

GROWING GORGEOUS

During a luncheon in honor of all MVW secretaries on April 22 and 24, Sue Luby, fitness expert, author and



TV personality, demonstrated ways to reduce stress, improve posture and breathing, and increase fitness.

Ms. Luby practices what she preaches and the result is a physique that would make any 20 year old envious (Ms. Luby has been teaching fitness for over 20 years). During the luncheon, attendees were encouraged to do the various exercises along with her. As many participants can attest, the results were amazing.

THANK YOU FROM QWL TEAM 14

QWL Team 14 wishes to express their appreciation to the following people for their involvement in coordinating the Secretaries' Week luncheon:

- Sue Luby, the guest speaker, for showing us how to eliminate stress in the workplace through simple exercise.
- Jack Heck for sharing his thoughts and feelings via the audio presentation.
- Len Winn and Joe Giampa for their humorous interjections and kind words.
- Ed Faber and Mel Fulp for handling our prize drawing with style.
- Joe Sweeney and Carolyn Hodge of public relations for their invaluable coordination skills.
- The cafeteria staff for their efficiency and cooperation in preparing and serving the luncheon.
- And a special thanks to Don Hevehan for giving Team 14 the opportunity to plan and implement the 1987 Secretaries' Week luncheon.



SEMINAR FOR SECRETARIES

Ruth Sirees, a reknowned speaker, teacher, trainer and consultant, spoke to over 120 MVW secretaries on April 16 and 17. The seminar, held at DiBurros, gave secretaries the opportunity to hear Ms. Sirees discuss self-image, physical image, effective listening and a host of other self-improvement and communication skills. "The seminar was excellent, a lot of fun and enlightening" stated Linda Lemerise of public relations, one of the MVW attendees. "It made a lot of people think about things they may never have thought of before."



WINNERS!

The \$100 winners from the February AT&T Excellence Award drawing are A. Massini and P. Carey of the Digital Terminals Team; K. Black, T. Breslauer, T. Choe, K. Grasso, C. McNeil, R. Miller, L. Albrecht, D. Collins, H. Kidder and A. Rollins of the Thin Film Switching Team; and C. Garland, P. Fournier, D. Honey and S. Voulgaris of the Digital Cross-Connect Team.

These three teams met or exceeded their turnover ratio for three consecutive months, not only making them

eligible for the \$100 drawing, but also earning a special gift for each member of the team.

The \$100 winners for March are T. Leblanc, L. Robertson, C. Mazza and R. Morin of the Digital Cross-Connect Team.

Good work!

ACRONYMS! INITIALS! ALPHABET SOUP!

Shall we have some more fun with acroyms? Try these:

PCAP
MVFCU
MPS
CET
ISDN
CC&PS
ETOP
MSDS
AT&T—NOG
DACs
SRDC
PX
PCC
APICS
CPIM
OSHA
TED

How did you do this month? If you don't know

them all, "peeking" inside for the answers is definitely allowed and encouraged. It not only helps you become more knowledgeable, but it also shows you're really trying.

INFORMATION HOTLINE

Information Hotline, a daily news update of happenings around MVW and of importance to AT&T, has been operating for one month. If you haven't tried it yet, we suggest you call "INFO" (x4636) on a daily basis to find out what's new.



BEHIND THE SCENES

If you thought taking a cover picture was as simple as clicking a camera, think again. It ain't easy folks! We thought you might like to take a behind-the-scenes look at only SOME of the many activities involved in producing our front cover.

See back cover clockwise from top left:

"The balloons that got away" — When rain forced a last minute cancellation, balloons were whisked to the garage for storage. Unfortunately, these balloons didn't last to our make-up date.

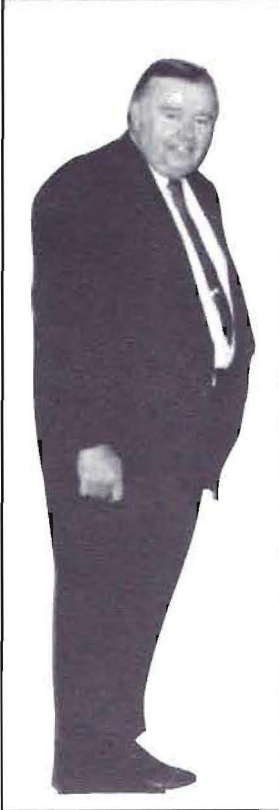
"I like the red ones" — Dean Bouvier, Roy Keiser, and Paul Boucher of Work Services fill balloons with helium for the big event.

"Don't forget" — Linda Lemerise of PR informs secretaries of the rescheduled date and drops gentle reminders throughout the week.

"Reaching new heights" — Roger Culliford, photographer, and an assistant set up the cameras for the perfect shot. (Roger took this picture of himself by remote control).

"Step up to the front, ladies" — Joe Sweeney of PR assists in getting secretaries lined up and organized for the shot.

All "Far Your Information" photos by Roger Culliford



1600 Osgood Street
North Andover, MA 01845