



Partners in Quality



Valley Voice

November 1987

A 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 ...

Merrimack Valley's second annual Quality Fair made the front page of a Sunday edition of the *Lawrence Eagle Tribune*.

This month's *Valley Voice* cover displays the picture (taken by a *Lawrence Eagle Tribune* staff photographer) which accompanied that story. Pictured are Ellen Bickum, associate training specialist, and Lewis Parham, results investigator in the thin film organization.

Ellen and Lewis were caught in action as they demonstrated the effects of electro-static discharge.

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Who's the fairest of them all? MVW's second annual Quality Fair



Roger Culliford

ELECTRO-WOMAN Elaine Webb, engineer, raised more than attention in a Quality Fair exhibit on ESD.

“**H**urry, hurry, hurry! Step right up folks, and see the amazing Electro-Woman! She walks. She talks. She'll make your hair stand on end with electrifying feats. We have games of chance. We have games of skill. We have something to amaze and amuse everyone. It's a quality show, folks. That's right. I said a *quality* show!”

Len Winn, Merrimack Valley's quality manager, may not have used these exact words to describe the 2nd annual Quality Fair, but his enthusiasm was just as great. So was the enthusiasm of the nearly 8000 employees who attended the three-day Quality Fair held October 6-8.

The bright blue big top, located in a recently cleared construction site on the first floor of Merrimack Valley's manufacturing building, contained a maze of exhibits — each one designed to be fun and informative.

How can learning about statistical sampling, electro-static discharge or quality control be fun? Booths lining the walls were filled with examples. Play blackjack with a computer. “Kill” a component with the electro-static discharge of your body. Spin the Wheel of Fortune while MVW's answer to Vanna White uncovers the vowels and consonants of well known quality phrases. And more. Much more.

Participants learned that quality is

people: people in the training organization helping others develop new and necessary skills — customer service people on call 24 hours a day to help customers with problems — quality assurance people determining just how we measure up to quality standards — art media people eager to help turn mediocre presentations into exciting quality performances. All these people and more were on hand to greet visitors and tell their part in the quality story.

Why a Quality Fair? Len Winn believes that quality must be foremost in all employees' minds. The Quality Fair is a fun way to bring attention to the multitude of ways in which quality is so much a part of life at Merrimack Valley. It also serves as a reminder that each employee makes constant daily decisions affecting quality.

Although Merrimack Valley was the first to have a Quality Fair, it is no longer alone. Allentown (PA) sponsored its first quality fair in late October. Two of the Merrimack Valley exhibits — Electrostatic Discharge and Component Verification Center — hit the road to Allentown to participate in the event.

This year's fair was a tremendous success. Thousands of employees signed posters, designating themselves as partners in quality. They left with handouts, prizes and ice cream. They also left with something more important — the message that, at Merrimack Valley, *quality is caring.* ■

Lightwave



On January 1, 1986, the initial FT Series G 417 lightwave route was placed into service. On January 17, Jack Healey, then AT&T Communications vice president, stood before a gathering of lightwave workers and praised them for an outstanding job and a significant AT&T team achievement. A plaque depicting all 8,000 route miles of the 417 lightwave route was presented to Jack Heck and is hanging in the lightwave shop for all to see.

Healey promised that his organization would be back to recognize the completion of the next phase of the lightwave project, the FT Series G 1.7. On November 4, 1987, that promise was fulfilled.



Above left, lightwave operators listen to Craig Gipple of AT&T-NOG thank them for their commitment to quality. Left, Elizabeth Bunker, a lightwave test engineer, explains lightwave products to a group of customers from NYNEX. Background is newest plaque from AT&T-NOG of map depicting FT Series G 1.7 routes across the U.S. Photos by Roger Culliford.

Merrimack Valley recently became the site of a second major lightwave celebration focusing on the accomplishments of the people involved in the lightwave project.

Jack Heck, Merrimack Valley manufacturing vice president, presided over the celebration. He told those gathered, "We have an important opportunity in front of us. When we complete the lightwave systems successfully, I can guarantee you that we are doing a lot toward ensuring our future prosperity and the prosperity of our enterprise."

Jack spoke of the cooperation between Network Systems and Bell Laboratories, so necessary to accomplish such difficult technical tasks. Bill Macurdy, Bell Laboratories vice president, Transmission Systems, brought some of the mind boggling numbers involved in the lightwave system descriptions into perspective with a few comparisons. For example, it requires 5 working days to produce enough D4 and D5 plugs to furnish just one lightwave bank.

improves MVW position as major supplier

"The tremendous accomplishment here is in bringing the technology, speed and volume of lightwave together; manufacturing it; and bringing it into the marketplace where its impact can be seen," Bill said.

He also remarked that there were two outstanding accomplishments noted here — quality and teamwork. "A quality project," said Bill, "starts with quality in the commitment." Designing for manufacturability done *before* a design goes to the Bell Laboratories model shop allows you to take rework time out of the schedule because the design is going to be done right the first time.

Craig Gipple, vice president of network planning for the AT&T Network Operations Group, spoke to Merrimack Valley employees at the award ceremony in the auditorium and again in the lightwave shop before a gathering of several hundred employees. Craig told both gatherings that he spoke from two viewpoints — as a satisfied customer, and as a partner in quality.

Craig talked about commitment. "Two years ago the Network Operations Group made a decision to go with FT Series G 1.7. Clearly," he said, "you folks came through."

The actual FOA was two months ahead of the commitment. Merrimack Valley's success in meeting the initial 1.7 commitment allowed the Network Operations Group to satisfy their customers' needs and placed them as the industry leader.

The success of our customers is dependent upon our success as a manufacturer. The quality expectations of all our customers have increased greatly. The present perception of the customer is that the network must be digital to be the best. This perception leads to greatly increased business for Merrimack Valley lightwave as AT&T-NOG prepares to switch the entire country to a lightwave system.

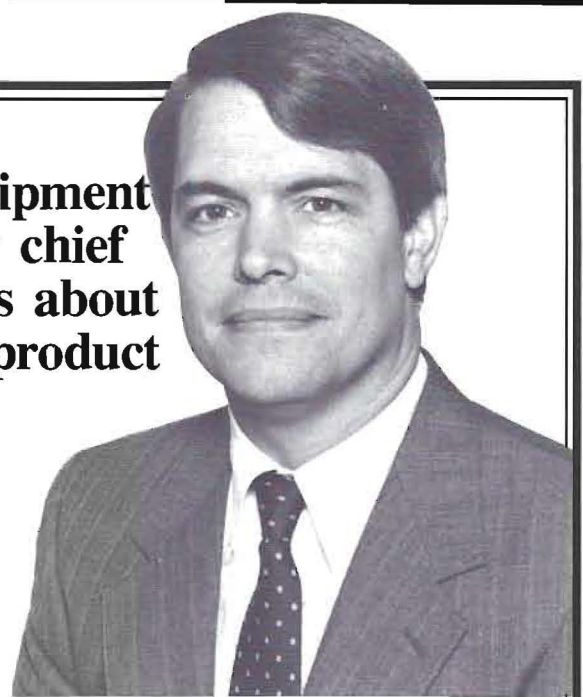
Along with this increased business is an opportunity to truly shine as the leading manufacturer of quality transmission equipment.

Other guests who were present to offer recognition of a job well done by Merrimack Valley included, from Network Systems, John O'Neill, executive vice president, products; Bill Marx, executive vice president, marketing & customer operations; Mal Buchner, product management vice president; Larry Mead, sales vice president; Les Munford, director of sales - end user organization; and Ray DeMatteo, director of product management.

From the Network Operations Group, in addition to Craig Gipple, came directors Ken Ingram, John Button, Bob Mehan, Tom Canavan, Emmett McMahan, John Braid and Chuck Jenkins; regional network vice presidents Joe Nacchio, Joe Gilliam, Jim Cosgrove and Allen Wright.

From Bell Laboratories, in addition to Bill Macurdy, was David Thomas, executive director, transmission systems. ■

Jim Styring — The equipment factory's new chief engineer talks about process and product engineering



Roger Culliford

I'm delighted to have Jim Styring on the Merrimack Valley team. As I have stated many times in the past, it is my personal mission to bring Merrimack Valley into the future as the world class manufacturer of quality telecommunications products. My team and I have developed a direction which we have shared with all of you. This direction will allow us to reach our maximum potential. Jim is dedicated to that direction. His experience and proven dedication will be an asset to reaching our goals.

*Jack Heck
MVW Manufacturing Vice President*

Jim Styring, director of engineering for the equipment factory, arrived at Merrimack Valley in July. Since that time, he has spent many long hours analyzing strengths and weaknesses within the factory. Working both one-on-one and in groups, he and his team have been defining strategies and setting objectives to complete his mission: the implementation of VISION at Merrimack Valley Works.

"Merrimack Valley has great resources, people and leading edge products," Jim stated. "We have the challenge to capitalize upon these opportunities. Paying attention to manufacturing fundamentals is the place to start."

To this end, Jim and his group have made a few alterations to provide for the implementation of VISION while simultaneously speeding improvements in current operations. His first objective was to adjust the engineering organiza-

tion to facilitate the best application of professional resources. Since product and process are interdependent, Jim brought the product engineering and process engineering functions together making managers accountable for both.

"Some of our people misinterpreted these organizational changes," Jim stated. The VISION project is moving from a planning phase to an implementation phase, and this change is addressed by these organizational and engineering manager responsibility changes."

His second objective involved setting in place minor changes to Strategic Business Unit (SBU) structure. These changes were aimed at bringing greater efficiency to manufacturing by reducing artificial barriers. "One of the fundamental VISION goals is to manufacture products in work centers where we gain the greatest economic advantage," Jim explained. A reduction in artificial barriers will aid in this goal. For example, a high volume lightwave circuit pack might be manufactured on the AIM Line which has historically been dedicated to digital terminals.

Jim has also laid down a challenge to Merrimack Valley's technical professional community (see inset, right). The crux of this challenge is to bring a focus geared to handling our immediate needs as well as those in the long term.

"Our needs for the future and for today can be accommodated by simply addressing the fundamentals. These include understanding the process (which is what quality architecture will help us do), improving yield, performing process capability studies, and introducing new products with disciplined procedures. If we handle these fundamentals correctly, the rest will fall into place," Jim assured.

With the support of the technical professional community, Jim is confident that we can realize our VISION of the Future sooner, providing the competitive edge a world class factory needs. ■

Technical Professional challenge:

- Implement the VISION plan.
- Move aggressively to implement quality architecture.
- Understand, control and improve process capabilities.
- Consolidate and/or retire mature and obsolete facilities.
- Improve cost performance.
- Introduce new products into manufacture.
- Maintain quality, service and cost objectives as the overarching goals.

AT&T customers demand quality products from MVW

"In a very real sense, [Bellcore] is charged with the responsibility for the protection of the high standards of the American telephone system."

... US District Court Judge Harold H. Greene, presiding over divestiture

In January 1982, the US Dept. of Justice and the American Telephone and Telegraph Company reached an agreement that reshaped the American telecommunications industry. This agreement required divestiture of the 22 operating telephone companies from AT&T. Each of the operating companies is now owned by one of seven, unaffiliated, regional holding companies (often referred to as RBOCs, pronounced 'R box').

The RBOCs, or regional Bell operating companies — once part of AT&T — are now major customers.

These regional companies, needing a centralized support organization, formed the company that is now known as Bellcore, the nation's largest joint research and engineering consortium.

Bellcore, owned by the 7 regional operating companies, employs 7,200. Twelve of these employees are permanently located at Merrimack Valley. Eight major locations include six in New Jersey, one in Lisle, Illinois, and one in Washington, D.C.

The mission of Bellcore is to provide technical support and other services that are driven by the needs of its shareowners in providing exchange telecommunications and exchange-access services. Bellcore also serves as a single point of contact for coordination of communica-

tions services associated with national security and emergency preparedness.

What does all this mean to Merrimack Valley? Remember, Bellcore is **not** part of AT&T. Bellcore is the "source inspector" for our **customers** at the RBOCs. Just as we at Merrimack Valley have source inspectors at outside suppliers [see *Valley Voice* October 1987, Employee Spotlight — Betty McCusker, p.11], our customers at the RBOCs depend on Bellcore to protect their interests.

Bellcore Technical Manager Paula Pare and her group of 12 technical professionals work closely with Merrimack Valley's own internal quality organization, headed by Quality Control Manager Len Winn.

Just as our suppliers are required to notify us in advance of any in-

tended shipment, Bellcore must be notified of any pending shipments to the RBOCs. Actual inspections are performed by our internal quality assurance group but monitored by Bellcore, with results reported to the customer RBOC.

The activities of Bellcore are referred to as BQAS (Bellcore Quality Assurance Surveillance) and include product, process and supplier data audits. Bellcore covers two shifts at all times and is on call for weekend shipments.

Paula informed the *Valley Voice* that, since the beginning of 1984 when Bellcore began on-site source inspections at Merrimack Valley, they have seen many improvements in the quality of products and processes.

The Bellcore/Merrimack Valley Works spirit of cooperation is another key element in the continuous quest for world class quality products. ■



Roger Culliford

Part of the Bellcore group permanently located at Merrimack Valley: Paula Pare, technical manager, surrounded by, left to right, Moe Cadorette, Frank DelloRusso, Frank Goodwin, Bob Williams, Chinh Nguyen and Bernie Godbout. Group members Harry Cravino, Ray Brown, Lou Sarcione, Frank Bukowski and Conley Ford were not available for photo.

Fastech succeeds with QIT

In March of 1987, a Quality Improvement Team (QIT) was formed in the Fastech equipment shop.

The Fastech team consists of shop operators from several sections of the panel shop; a shop supervisor, Barbara Bowers; and product, process and quality control engineers. They meet weekly to discuss process related quality problems.

The Fastech team discovered the following steps really work:

- Determine the problem.
- Narrow the problem down to its smallest pieces and gather all possible information.
- Analyze data to determine true causes.
- Determine solution or actions necessary to solve problem.
- Develop a plan for initiating corrective actions.
- Do it!
- Check to ensure the problem is adequately solved.
- Set up a system to ensure problem does not reoccur.
- Finally, continue to investigate and resolve other aspects of the problem if they are significant.

Since its inception, the Fastech team has accomplished the following:

- Analyzed test data on FT Series G panels to determine the major causes of incorrect cable wiring.

- Revealed inherited cable problems which led to incorrect cable wiring and resolved these problems with cable engineering.
- Revised the cable dressing procedure on a BCM panel to eliminate extra work that could lead to mechanical defects.
- Revised the assembly procedure on a DACS-II panel in order to facilitate cable wiring and consequently reduce the chance of generating wiring defects.
- Developed a procedure for reporting and communicating product problems and their solutions.

The team's current challenge is to improve the procedures and documentation used for cable wiring and assembly operations.

According to Annette Ricci, the quality control engineer on the team, the team's activities, in addition to promoting communication among the groups represented on the team, "give each member the satisfaction of contributing to product quality improvement. The success of the team is due to the cooperative spirit of all involved and the strong support provided by Fastech shop management."

E. A. (Andy) Abrahamson, Fastech & local cable shops manager, told the *Valley Voice* that identification and solutions to product quality problems must be the top priority in any shop. He is a firm believer that "identification of the causes can best be accomplished by the people who do the work — the people in the shop who build the equipment." ■

What is a quality improvement team?

A quality improvement team is a small group of people performing similar work in one department, meeting to identify and analyze quality problems.

How does it operate?

The first meetings are devoted to training members in basic data gathering and problem solving techniques. Subsequent meetings are run by shop operators.

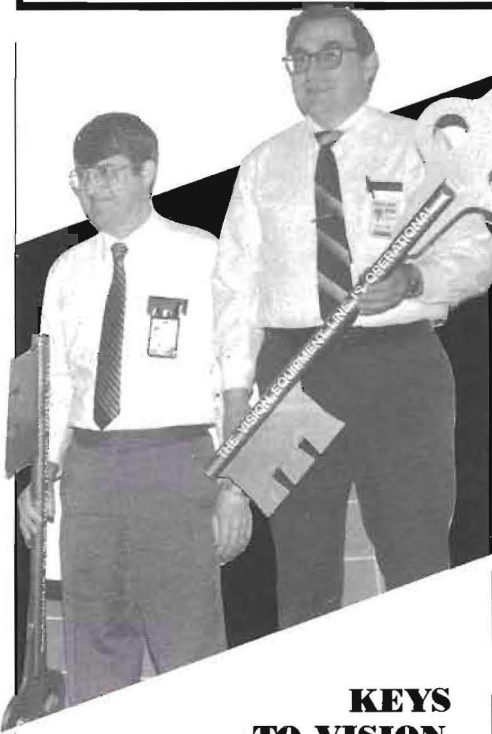
What are the rewards and benefits?

The rewards are not material. They are in the knowledge that you are in control of a situation, causing things to happen, controlling the quality of the product on which you work.



Fastech QIT members, l-r, seated, Annette Beaudoin, Annette Ricci; standing, front, Millie Potter, Trudy Morse, Barbara Bowers, Ollie Coddair, Charlotte Johnston, Bernadette Shea, Alice Abate; rear, Todd Campbell and Costas Psaradellis. The team was recognized at a luncheon with Jack Heck, manufacturing vice president, where they spoke of their accomplishments.

Around the Works



KEYS TO VISION PROJECT

On Nov. 13, more than 400 engineers gathered in the cafeteria to hear a review of the VISION strategy.

VISION leaders Jim Styring, director, equip. engineering, and Bob Wysocki, process & product engineering director, traced the evolution of the VISION team from its early planning phase with just 2 product managers and 50 engineers to the current implementation phase of 6 product managers and 400 engineers working together for a common goal. Bob Wysocki stated that today "VISION is everybody's business."

During the meeting Ed March and Dan Farley were presented keys symbolic of their unlocking the implementation phase of the VISION project in the circuit pack and equipment

shops, respectively. By the third quarter of 1988 Ed and Dan will complete the facility and process installation and prove in. In another meeting, they will then turn the keys over to their shop operating counterparts signifying that VISION is operational.

TUFTS UNIVERSITY TEAM VISITS MVW

On Nov. 13, Jack Heck and Joe Marcotte, manager, product engineering, hosted a group of professors and students led by Tufts University Dean Fred Nelson, dean of the engineering school.

This team from the Electro-Optics Technology Center at Tufts provided focused technical presentations of their research in digital image processing, non-linear optics and electro-optics materials to approximately 20 members of the technical staff at Merrimack Valley, including Bell Laboratories.

Shown below are Dean Nelson, front center, with Joe Marcotte, far left, Jack Heck and members of the Tufts visiting group.



ALL WORK AND NO FUN . . . ?

Several workers in the Bell Labs text processing group lightened up Halloween day by greeting their AT&T customers in costume. Shown above are, l-r, Suzi Wojtkun as the shark, Marianne Dionne, Nancy Covis, Linda-Jo Sandberg, Lucille Duquette, Lynne West, and bunny Lisa Sargent, seated.

Around the Works, cont'd.

November 6 for a round table discussion of common problems concerning business and government.

APICS CERTIFICATION GRANTED

Congratulations to the following employees who became certified in Production and Inventory Control through the American Production and Inventory Control Society in 1987. They passed 4 of 5 exams with a score of 65 or better.

The new grantees are Linda Hatem, Gerry DiFruscia, Claudia Giust, Mary Grose, Sue McLoughlin, Marie Latona, Pat Jett, Tony Scarsciotti, Wil Wong, Dick Munroe, Alex Pakalniskis, Tim Wright, and Tracy Freeman.

The total number of certified employees at Merrimack Valley is now 93. Good going!

QIT TEAM REDUCES REWORK

Members of the Transmission Thin Film Pattern Generation Quality Improvement Team report a significant reduction in rework in the shop and an improvement over control of pattern width.

The pattern engineering department uses precise technology and a process which must control multiple variables to generate lines as small as 1 mil (1 thousandths of an inch, or about 1/2 the diameter of a human hair) and place these lines in a proper pattern.

Team leader Gerard Koerckel reports that input received directly from operators and layouts greatly improves their ability to isolate problem areas and develop solutions to any problem.

Team members shown at left are, standing l-r, Ed Fleming, Dick Hayes, Gerard Koerckel, Paul Daigle, Tony DiTroia, Jerry LeBlanc; seated, Martha Matatall, Muriel Brodie. Other team members include, in addition to all shop operators in depts. 94325 and 94354N, Rita Braley, Dick Hayes, Gary Robinson and Gary Snook.

MIT SLOAN FELLOWS VISIT MVW

On Nov. 11, current MIT Sloan Fellowship participants visited Merrimack Valley and toured several shop areas.

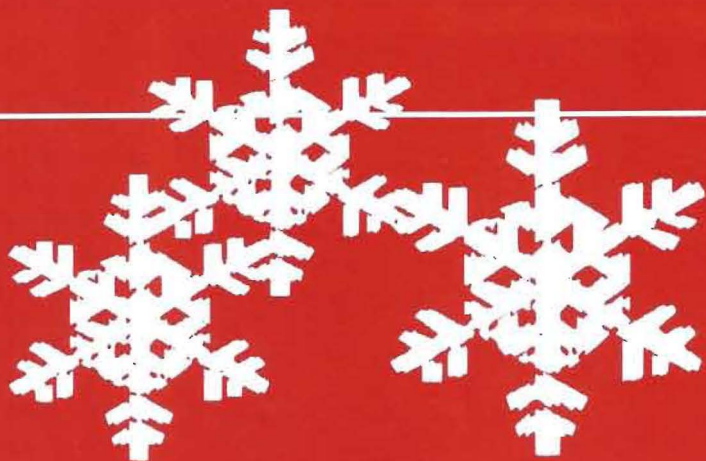
Three AT&T employees from other locations are current fellows — David R. Carey, AT&T Communications; Elizabeth S. Moore, AT&T Network Systems; and Carl J. Willis,



CONGRESSMAN NICK MAVROULES VISITS MVW

Congressman Nick Mavroules joined Jack Heck, MVW manufacturing vice president, and members of his staff on





As the year 1987 ends, I wish to thank the Merrimack Valley family of employees who have contributed so much to our continuous effort to achieve world class status. Each and every one of you plays an important role in bringing about the successes that we all share.

The business outlook for 1988 is encouraging, and I look forward with renewed optimism to continue leading Merrimack Valley towards its VISION of the Future.

In this spirit of optimism I wish to extend to you and your families my personal wishes and those of my family for continued health, happiness and safety in the coming year.



Steve

Season's Greetings

AT&T Technology Systems.

The Sloan Fellowship program is an accelerated one-year Master's Degree program for outstanding mid-career managers who have at least 10 years of management experience. Participants are sponsored by their employers.



8000 SIGNATURES ATTEST TO QUALITY

During the 1987 Quality Fair, 8,000 Merrimack Valley employees pledged their support as "Partners in Quality."

Ten posters containing these signatures have been framed and mounted on the wall outside the lightwave shop on the second floor of the manufacturing building.

Shown at right is Bill Ross, a service clerk in the new design department, pointing out his signature to Pat Linehan, a secretary in the storeroom and receiving department, and Ron Ferres, a DACS tester and president-elect of CWA Local 1365.



MVW's Ted Dangelmayer recognized as ESD leader

Ted Dangelmayer —

- Senior engineer in Quality Control organization
- Co-chairman AT&T corporate ESD control committee
- Co-author first ESD handbook for MVW
- Corporate ESD consultant
- Chairman corporate ESD control subcommittee
- Published 3 papers at the EOS/ESD association symposium
- Work published in trade magazines
- Advisory board of *Circuits Manufacturing* magazine
- 1985 Engineering Excellence Award winner for ESD efforts at MVW
- 1986 EOS/ESD Assoc. chairman of Standards Committee
- 1987 EOS/ESD Assoc. senior vice president
- Elected president of EOS/ESD Assoc for 1988
- Provided technical direction and subject matter for video which won a Bronze medal in New York International Film & TV Festival.
- Best Presentation award at 1984 EOS/ESD symposium for paper entitled "A realistic and systematic ESD control plan"

One of the many quality items that visiting customers comment on during their frequent tours of Merrimack Valley's manufacturing shops is the use of ESD protection devices. Because the people here at Merrimack Valley care about quality and have made the commitment to wear wriststraps and shoestraps, these visitors see us as leaders in the field of ESD control. This is no accident.

Ted Dangelmayer has been involved in ESD control since 1978 when

he worked with Bell Laboratories, performing failure analysis of hybrids. His work there led to the discovery and conclusive proof of ESD damage.

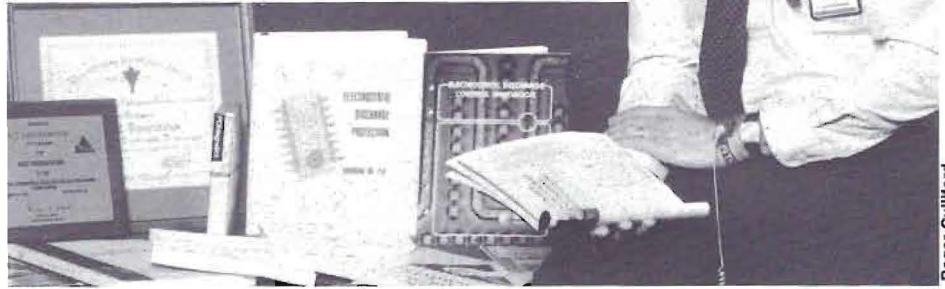
Ted conducted numerous carefully controlled experiments and published three papers on the subject before the EOS/ESD symposium and was recognized as a leader in the field. Merrimack Valley benefited early from these studies, with major cost reduction cases totaling approximately \$3 million. Ted was assigned as the Merrimack Valley ESD coordinator in 1982 and was asked to implement ESD control throughout the plant. Ted co-authored and published the first ESD handbook for Merrimack Valley, which has since become the corporate standard.

A corporate-wide effort was initiated, and Merrimack Valley became the model. Ted was later appointed co-chairman of the Corporate ESD committee and has become the leading corporate consultant on control matters, giving hundreds of presentations on the subject.

Audit scheme created a breakthrough

Implementation is effective only with a proper auditing scheme, and

Ted Dangelmayer looks over a display of numerous papers published and awards received as leader in ESD research and control.



Roger Culliford

Ted again led the way. Ted's auditing scheme is considered an industry breakthrough and has been endorsed by the corporate committee as the method for auditing ESD compliance throughout the corporation.

The reports generated by the auditing scheme are also used by the training organization to leverage their resources. Reports clearly indicate who needs additional training, what the problem areas are, and when training is needed.

Development of industry standards had been progressing at a snail's pace until Ted took over leadership of the EOS/ESD Standards Committee. Under his direction the standards development program has emerged as the industry frontrunner.

Ted has worked with Bell Laboratories on a consulting basis and continues to be a significant influence in their ESD effort. This close interaction is vital to ensure effective coordination of design, manufacturing and customer needs.

Ted's election as president of the EOS/ESD Association for 1988 assures Merrimack Valley of a continuing leadership role in the control of Electro-Static Discharge. ■

GOOD QUALITY

Starts with . . .

**SAFE
WORK HABITS**

Banners proclaiming this message are hung throughout Merrimack Valley to remind workers of an important aspect of their work.

Bob Goossens, safety supervisor, says that safe work habits are simply the "ability of a worker to keep an area clean and organized while manufacturing a product."

A great deal of company effort is involved in providing each worker with a safe environment. Factory engineers study each operation and provide a manufacturing layout. With

this layout, each operator has a road-map to follow, enabling him/her to produce a quality product safely.

Many departments become involved in the planning process with the factory engineers, giving operators an opportunity to input suggestions before the final plan is put into operation. With a proper awareness of manufacturing layouts, individual operators readily become aware of the safety aspects of the tasks at hand and increase their quality in a safe and efficient manner.

Bob said that individuals "need to reinforce their own work habits and attitude in order to do the job right the first time in a safe way."

Producing a quality product is vital to the continued success of Merrimack Valley. Producing quality products in a safe environment starts with *your* safe work habits. ■

Retirements

Years
of
Service

SEPT.

25 Alice T. Fisk
23 Robert F. Murphy

OCT.

31 Ruth N. Jardine
30 Frank Kupovics
25 Marjorie V. LeClair
24 Kenneth W. Thuillier

NOV.

31 Ralph E. Roberts
26 Eleanor L. LaPuglia
17 Helen J. Gill

In memoriam

Mary Bistany, retired process checker, July 31
Theresa Conte, shop operator, Oct. 20
Henry A. Cormier, retired machine setter, Aug. 26
Virginia Costarides, retired layout operator, July 10
Claire C. Davis, retired layout operator, July 21
Albert J. Dennis, retired assistant buyer, Aug. 3
Anita C. Garabedian, retired benchhand, Oct. 18
Frank R. Hayes, retired section chief, Sept. 13
Eva Lahey, retired benchhand, Aug. 10
Alexander L. Lampariello, retired senior staff engineer, Oct. 10
Alphonse A. Levesque, operator, Oct. 27
Elizabeth L. MacKay, retired benchhand, Aug. 21
Christopher L. Muller, retired benchhand, Sept. 24
Natalie B. Nimmo, retired personnel investigator, Oct. 3
Eugene G. Oldfield, retired toolmaker, Sept. 25
Chester Radulski, retired utility operator, Aug. 17
Francis P. Reid, engineer, Nov. 9
Winston R. Samaroo, assistant manager, Sept. 20
Harold Tragiou, senior operator, Nov. 7
Peter Viglas, associate engineer, Nov. 6

Employee Suggestion Program

September awards

(More than one award indicated in parentheses)

\$1,160

Robert R. Davidson

\$565

Richard F. Mazzaglia (2)

\$325

Judith G. Arnold (4)

\$245

Donald G. Farley

\$205

Richard G. Kane (2)

\$185

Donald Richardson (2)

\$150

Karen A. Dee (2)

Richard J. Hale (2)

Richard E. Wansker (2)

\$125

Frances P. Lynch (2)

James E. Paquin (2)

Edmund T. Smith (2)

\$100

Dennis W. Gawvin

Richard M. Hayes

Gregory M. Sawyer

Charles W. Senter

\$75

Lois E. Anderson

Linda C. Bermari

Joseph Bolla

Joanne M. Browning

Joseph W. Buck

John B. Burke

Mary K. Comeau

Lorraine D. Couture

Roman E. David

Patti J. Groulx

Patrick J. Holroyd

Enrique Maldonado

Denise A. Parks

Sam J. Rallo

Barbara R. Raynes

Denise M. Scott

Mary G. Shank

\$65

Patricia R. Grew

\$50

Orila H. David

Janice E. Goodwin

Rose S. Lamontagne

\$50

John J. Leone

Michael K. Levinger

Rick J. Maddox

Deborah L. Matranga

Paul A. Miller

Roger L. Nassif

Kevin A. Robichaud

Glenn S. Smith

Rafael Soriano

Mercedes Su

Sandra J. Sudol

John P. Surpitski

Helene D. Yacubacci

\$25

Mark J. Casey

Charles W. Center

Thomas G. Crowley

Jeffrey D. Davison

Joan G. Ellis

Charles R. Gallo, Jr.

Ronald F. Georgia

Wah N. Goon

James R. Malcuit

Teddie L. Page

Sharon J. Reynolds

Roger M. Serratore

Doris P. Temple

\$16.67

Scott Bruce

Brian Karolow

\$16.66

Daniel L. Greeley

\$12.50

Linnea L. Bibeau

Christopher P. Obert



Roger Culliford

BOB DAVIDSON, analyst in the TED test dept., right, pauses with his supervisor, Jim Adams. Bob's suggestion award was for a proposal recommending a tuning procedure for previously untunable oscillators.

Employee Suggestion Program

October awards



Roger Culliford

Rene Thibault, a maintenance mechanic, received a suggestion award of \$1040 for his proposal for providing additional support on the Kenway System, eliminating leg mount weld failures.

(More than one award indicated in parentheses)

\$1,040

Rene M. Thibault

\$755

Anis S. Azzi (2)

\$650

William L. Boddy (2)

\$375

Twila Gagnon

\$360

James E. Paquin

\$175

Judith G. Arnold (3)

John J. Bourdon (2)

\$150

Lois E. Hubbard (2)

\$125

Leonard M. Connolly (2)

Verna W. Hasbrook (2)

\$112.50

Michael T. DiResta (3)

\$100

Denise J. Blanchet

Richard L. Brown

Roger W. LaChapelle

Mary E. Ledwich

David E. McDermott

Mary G. Shank

\$75

Robert L. Ackerson

Michael F. Axton

Gerald L. Christian

Toby L. Currier

Michael E. Dawson

Albert R. Gauvin

Daniel B. Greeley

Theodore E. Meyer

Peter R. Rizkallah

Glenn T. Schena

Victor Stashewsky

Laurence M. Student

Patti A. Weinhold

\$50

Weldon S. Almon

Raymond C. Bouchard

Cheryl M. Fanaras

Marilyn Ferguson

Robert A. Gagne

Richard G. Kane

Christine Kasila

Byron E. Kitsos

Leslie C. Kus

Michael K. Levinger

Sheila K. Mansfield

Richard J. Marshall

Robert F. McCarthy

Glenn S. Smith (2)

Donna M. Thibeau

\$37.50

Gene A. Cassell

Eufemia DeLaCruz

Donna M. Hart

Daniel J. Lajoie

Penny A. Langlois

Thomas C. Marshall

David M. Morse

Ronald J. Rousseau

Ruth L. Schena

Rafael Soriano

Michael T. Williams

\$30

Lee Littlefield

\$27.50

Carol A. Blomquist

Teresa Pasture

\$25

Daniel J. Antonucci

Daniel P. Chretien

Ramona P. Duchemin

Stanley J. Robbins

\$12.50

Florence R. Labbe

Claire F. Surprenant

\$10

Joseph W. Buck

Employee Spotlight

CHARLES Q. GILMORE *cares about quality*

What kind of

person cares so much about his job that he takes part of it home, *without being asked*, to help fellow employees? Someone like Charlie Gilmore.

Charles Q. (Charlie) Gilmore is a truly outstanding employee. He is currently a level II stockkeeper in the stationery and small tools storeroom and has been an employee of AT&T since 1944. His supervisor, Earle

Welch, says, "Charlie epitomizes the quality worker. He has had perfect attendance for the past 15 years and has performed his work in an outstanding manner."

Anyone ordering stationery or small tools from the storeroom can appreciate the importance of correct "comcode" numbers — no number, no order. Charlie and his home computer have made life easier for those who order supplies. In his spare time, he input the correct comcodes



Roger Cullford

for every individual stationery supply and small tool available through the storeroom. He designed a program which enables lists to be generated by various descriptive terms, making it a simple chore for even non-computer types to find anything needed.

The Merrimack Valley secretaries appreciate Charlie for his updated list of supplies.

The quality control organization appreciates Charlie and named him as a Quality Hero at a recent Works results meeting.

Charlie spends a lot of his free time testing new programs on his home computer. That's not unusual. Charlie's "free time" experimenting directly benefits his job and the jobs of those around him. That *is* unusual.

Thanks, Charlie, for caring about quality. ■

9th EIEP held in November

On November 9, the ninth Employee Information Exchange Panel, with 400 randomly selected employees in attendance, began on a positive note with Jack Heck, MVW manufacturing vice president, reporting increased business in the lightwave shop. This business will allow recall of some of the previously laid off hourly workers. Jack emphasized, however, that at this time there were no plans to recall any salaried workers.

Jack applauded the Fastech Quality Improvement Team and challenged the rest of the workforce to organize teams to get questions answered and problems resolved at the source.

Questions included the following topics:

AMAPS/IMPAC/IPCS — Jack explained the history of the introduction of the material management systems and noted that the ultimate goal is for two systems to be in place, AMAPS in the equipment factory and IMPAC in the component factory. Much progress has been made in the introduction of these systems and cost effective results have been realized.

CLEANLINESS — In response to several questions concerning the current emphasis on cleanliness in shop areas, Jack discussed the relationship between a clean work environment, including an orderly work process, and an increase in quality.

HELP IN PARKING LOTS — Employees will be able to obtain help during the winter months for emergency situations in the parking lot. (See For Your Information in this issue of the *Valley Voice* for details).

TRAINING OF DRAFTING PERSONNEL — In response to a question concerning the training of Network Systems drafting personnel, Jack explained that in 1986 the Network Systems drafting organization was merged with the Bell Laboratories design organization,

allowing us to take advantage of new computer-based design tools. Improved intervals and quality has resulted from this change. To date 45 percent of the training attendees have been Network Systems drafters.

THIN FILM — Pam Jackson, switching & piezoelectric components manufacturing manager, explained the two component factory reorganizations and how they have contributed to the overall improvement in quality and service. The projected business outlook for 1988 in the switching HIC shops is fairly flat from 1987. However, the overall transmission HIC business is slightly increasing, with the growth coming from additional lightwave business.

COMPETITION — Jack discussed competition and stressed that AT&T is the largest supplier of transmission equipment, fiber optic cable and switching gear in the world. Continued improvements in quality and service are necessary to maintain that position as competitors are getting stronger. Jack praised employees for the enthusiasm shown when visiting customers are touring the shops and explained that every im-

pression of quality and orderliness is important.

TRAINING — Can testers be trained in functional application of the product such as how it interfaces with the product in the field? Don Hevehan, administration & factory support services director, explained the current three phases of tester training and indicated that a fourth phase covering this issue will be studied.

EMPLOYEE SUGGESTION PROGRAM — In response to a suggestion that more personal contact be available between the suggesting employee and the suggestion investigator, a discussion followed as to the low number of suggestions submitted by employees. Jack asked for more participation in the suggestion system and said the program will be re-evaluated.

SALEM PLANTS — Jack said his objective is to have all the satellite plants housed at Merrimack Valley. There is available capacity, and it is costly to ignore this. Late next year is the current best estimate of when the Salem locations might be returning to Merrimack Valley. ■



Roger Culliford

For your information

Roman Chmielewski, Beverley Gandy, and Robert Willett.

The Merrimack Valley United Fund served 65 member agencies

this year. More than 188,000 individuals throughout the Merrimack Valley and Southern New Hampshire were helped through 1986 pledges.

Chairman of the AT&T Network Systems drive was Bill Young, manager, cost management engineering.

CPR TRAINING CONTINUES

Training for CPR and cot crew members continues on a regular basis. Several second-shift employees recently received this valuable training through the center. Please notify your supervisor if you are interested in receiving CPR or cot crew training.

Eagle Tribune photo



CARLOS RUIZ HONORED BY HISPANIC SERVICE AGENCY

Carlos Ruiz, personnel supervisor, above right, received an award of appreciation from Sen. Patricia McGovern at a recent meeting of Centro Panamericano Inc.

The Centro Panamericano gives Hispanics access to public services, provides translations and counseling for drug and alcohol abuse prevention, and mediates landlord and tenant disputes.

Carlos was honored for contributions benefitting the entire Lawrence Hispanic community.

THANKS TO YOU, IT WORKS FOR ALL OF US

Merrimack Valley Works once again exceeded its goal for the United Fund drive, collecting \$518,275.

The theme for this year's Merrimack Valley United Fund campaign was "Join the winning team." As was the case last year, there were several MVW employees who joined the winning team two ways — by donating to the United Fund and by winning Celtics tickets and AT&T long distance certificates. The winners of Celtics tickets were Lefty Berthiaume, John Pelletier and Elsie Padilla.

Winners of long distance certificates were Kevin O'Brien, Doreen Harriman, Shirley Senuta, Linda Durling, Don Brown, Don Green, Annie Chase,

GRADUATION BREAKFAST

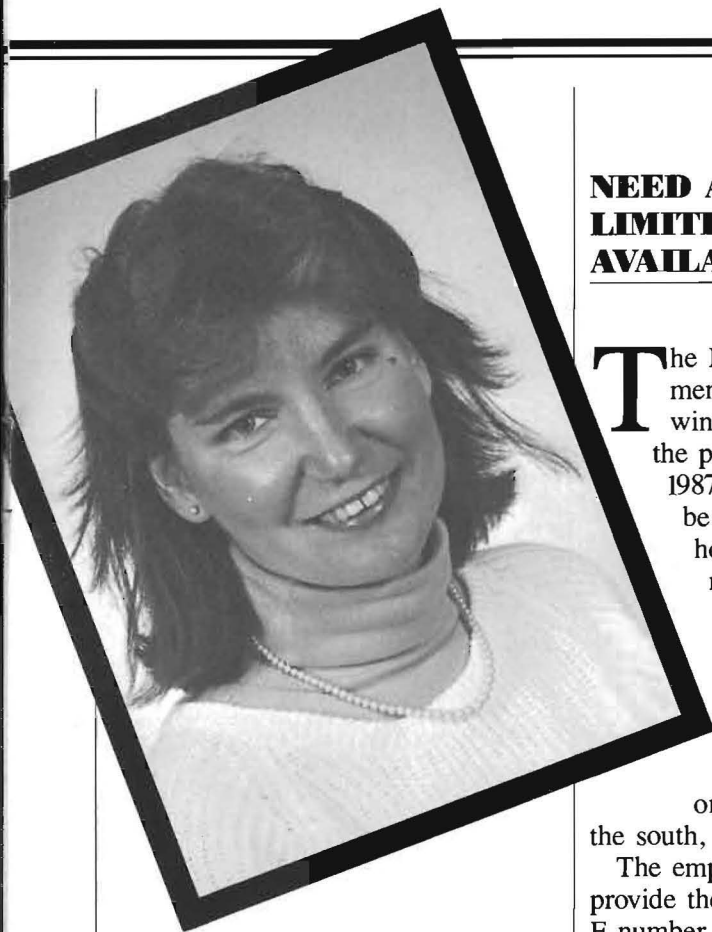
A graduation breakfast was held on October 2 for five graduates of the Augmented Technician Apprenticeship Training (AUGTAT) program. The training program is designed to provide electronic technicians for the Work Service organization. The candidates bring to the training program their technical education, while the program provides training and experience in the field. Graduates from the two-year program are assigned to various maintenance sections as group II technicians.

Pictured below with Work Service Manager Dick Full (from left) are graduates John SanAntonio, Greg Truss, John McCormack and David Valcich. Tom Kendra, another graduate, was unable to attend.



AT&T NEWSLINE

For those who miss calling the discontinued MVW hotline, try AT&T NEWSLINE. AT&T NEWSLINE is the employee call-in program (800-2ATT-NOW) for up-to-the-minute news about the company, the industry and the world.



BRENDA HOLMES NAMED AT&T FELLOW

Brenda Holmes has been named a 1988 AT&T Engineering and Science Fellow. Brenda, an information system staff member in the information automation engineering organization, will pursue a Master of Science degree in Computer Science at the University of New Hampshire.

The Engineering and Science Fellowship program provides selected AT&T employees with an opportunity for full or part-time study leading to a Master's degree in a technical discipline. Candidates selected for this program must have a documented record of a high degree of initiative, technical leadership and creativity.

Congratulations, Brenda.

NEED A JUMP START? LIMITED SERVICE AVAILABLE

The MVW maintenance department will re-institute its winter emergency service in the parking lots for the 1987-1988 season. Service will be available between the hours of 6:30 a.m. to 12:00 midnight. Here are a few guidelines set up by the department:

Employees requiring service should report to one of the main gates — Gate 2 on the north side, Gate 3 on the south, or Gate 8 on the west.

The employee will be asked to provide the guard with their name, E-number and the service requested. The disabled vehicle should be identified by parking lot and row number, and the vehicle's hood should be raised to aid in identification.

The guards will then summon the service vehicle.

Service will be limited to jump starting dead batteries, inflating flat tires and thawing frozen locks. Service will be limited to two times per month per employee.

And remember, while you're waiting for the service truck, you may be one of many waiting for help. Please be patient, especially during snow and ice storms when the mechanics are plowing and salting the parking lots.



MORE ON THE QUALITY FAIR

Jack Heck, manufacturing vice president, right, cuts the ribbon opening the second annual Merrimack Valley Quality Fair on October 6. Helping cut the ribbon is Don Tremblay, Local 1366 president. Len Winn, manager of quality, left, looks on.

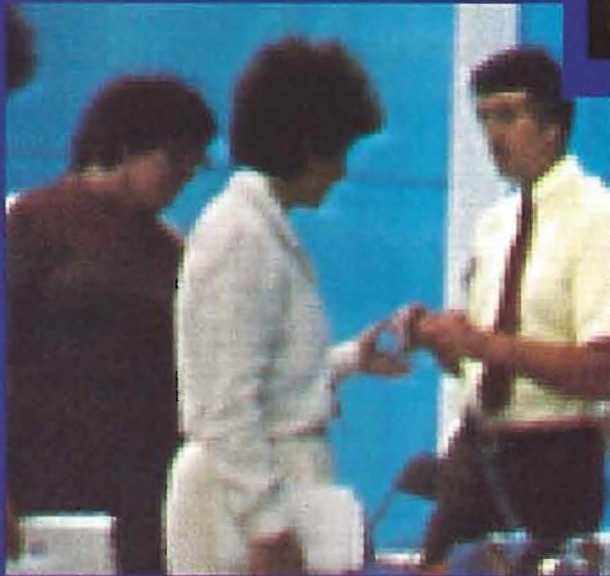
Pictured on the back cover are some scenes from the Quality Fair.

Top right, Steve Mangodt mans one portion of the ESD exhibit while, bottom left, Ted Pekalsky discusses ESD with fair participants.

Top left, Todd Campbell, left, and John Paliwoda spin the wheel of fortune for the Quality Architecture booth.

Bottom right, Lee Goldman shows Isabel Byron some facts about the exhibit at the Statistics and Probability booth.

All back page photos are courtesy of the *Lawrence Eagle Tribune*.



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