

Merrimack Valley trainers use colliding tennis balls to help students see thru confusion and improve communication channels. Story on page 8.



Valley Voice

February / March 1989



February/March 1989
VALLEY VOICE

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

Photographer Roger Culliford combined three separate exposures to capture the essence of modern methods of teaching the art of effective communicating used at Merrimack Valley. See story on page 8.

Network Systems Management Board members listen attentively to a Merrimack Valley Works employee. More on this important visit on pages 4 and 19.

Teamwork — everyone has to know the game plan in order to make it work. In today's fast paced business world, employees want to be part of this team, they want to be part of the decision making process, they want to have their opinions heard and counted.

How does the management at Merrimack Valley Works know this? Employee Input Surveys.

Throughout this issue of the *Valley Voice* are stories about the people of Merrimack Valley and how they are communicating their ideas and suggestions for making MVW a better place in which to work, a better place to show customers our products, and a better way to make those products with increasing quality and customer satisfaction and decreasing cost.

Merrimack Valley Works



A great place to work*

*from feedback on 1988 Employee Input Survey



Nearly 7,000 attend Fall Conferences

Beginning in late October and continuing until the end of December, Fall Conferences were held for all Merrimack Valley Works employees. The Conferences were a series of meetings to let all employees know what the company's mission is, the strategies that will help us to achieve this, and just how they fit into things. You can expect people to do a good job only if they know what's expected of them and why.

The meetings were hosted by Al Dugan, manufacturing vice president; Jim Styring, director of engineering equipment; Ray DeMatteo, director of resource planning & manufacturing; and Alan Moline, director of components engineering & manufacturing. Scheduling nearly seven thousand people for these meetings was no easy task, maybe that's why some groups attended the Fall Conference in the winter!

Breaking up the meetings into small groups allowed the speakers to tailor each session to those present. Although every session was different, the message given was always the same.

Merrimack Valley Works Mission

To be recognized by our customers as a World Class supplier by providing the highest quality, highest value components, equipment and customer support services in a timely manner through the full involvement and commitment of our people.

To accomplish this mission, management has developed a list of strategies that we must all follow.

Merrimack Valley Works Strategies

- **instill a passion for quality**
- **achievement through people**
- **intensify our customer focus**
- **maintain constancy of mission**
- **focus on continuous improvement**
- **continue evolution towards two focused factories.**

Instill a passion for quality—Quality is number one—not a compromise. Quality comes through people who are asked and fully understand what must be accomplished—and who have the proper knowledge and tools. Quality is the visible competitive advantage.

Achievement through people—Our people are the real competitive advantage. By providing leadership, encouragement, participation, personal fulfillment, and recognition, we can expect to meet the challenges.

Intensify our customer focus—The customer defines our standards of quality, service and cost, and customer service must direct what we manufacture.

Constancy of mission—Our mission is constant but the strategies will evolve. Merrimack Valley has been on the correct course. We've made significant achievements in quality, services, and costs.

Focus on continuous improvement—We can always improve by working toward carefully chosen goals. By simplifying processes, identifying and eliminating wastes and using Quality Architecture as the continuous improvement process, we can achieve these goals.

Continue evolution toward two focused factories—The Equipment and Component factories will each continue with their strategies.

After the presentation everyone was encouraged to ask questions. In spite of the variety of specific interests represented by the people attending each meeting, their questions showed that many shared the same broad concerns of helping the company succeed in a competitive environment.

The meetings were successful in communication the goals and strategies to nearly all MVW employees. Many good questions were asked and answered, and some rumors were laid to rest. Similar conferences are being planned for the spring and twice annually after that. ■

Network Systems Management Board visits MVW

Part of the Network Systems restructuring plan announced in late 1988 by President Wayne Weeks included the formation of a Management Board. The Board, consisting of Weeks and Executive Vice Presidents Bill Marx, John Mayo and John O'Neill, is responsible for setting Network Systems' fundamental strategic direction.



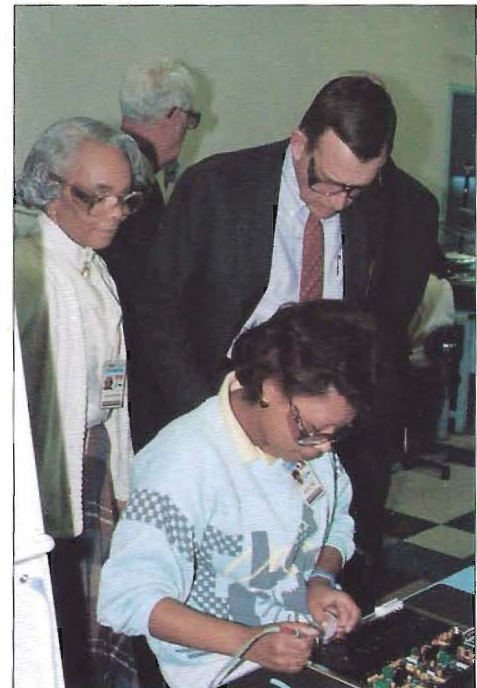
Communicating with Merrimack Valley Works employees was one of the purposes of a January 12 visit of AT&T Network Systems Management Board. An informal breakfast meeting with board members and a cross section of 75 employees was followed by a large group meeting with more than 400 MVW employees in attendance.

Wayne Weeks, president of AT&T Network Systems and chairman of the Management Board, explained to attendees that the board was

restructured in January with the new charge of focusing on customer related issues.

"Everything we do from now on will be customer related," he said. "I hope the spirit of our new charter permeates throughout the whole organization. The purpose of restructuring was simply to make it possible for you and everybody else in Network Systems to be more sensitive to the customer and let the customer participate more in how we run this business."

The large group meeting was highlighted by many questions from employees. Wayne answered many of the questions himself, and attendees also heard input from the other board members and also Steve Carson, vice president and chief financial officer AT&T Network Systems; and Bill Warwick, president AT&T Microelectronics.



HAPPENINGS

Many volunteers will be needed for the 1989 Special Field Games to be held on May 7 at Northern Essex Community College in Haverhill.

The Games are held annually for area handicapped children and adults under sponsorship of the MVW Pioneers.

More than 200 volunteers were on hand to assist the handicapped at last year's Games.

Anyone interested in helping out is asked to call the Pioneer office (x2311 or x2312).

Hospitalized veterans at the VA Medical Centers in Manchester, N.H., and Bedford, Mass., were honored by volunteers of MVW Pioneers.

The occasion marked the chapter's participation in a national salute to hospitalized veterans.

On Tuesday evening, Feb. 14, chapter volunteers presented 200 patients at the Manchester facility with "diddy boxes" each containing such articles as writing pads, pens, envelopes, playing cards, combs, pocket calendars and toilet articles.

In the dining room, Pioneers held a party with entertainment by the chapter's music group, the "Strummers," and the Pioneer clowns. Refreshments were served by the volunteers to all the patients. Chapter 78 was assisted at this affair with clowns and volunteers from the Vermont-New Hampshire Pioneer Chapter and the Thomas Sherwin Pioneer Chapter of Boston.

On Wednesday evening, Feb. 15, Chapter 78 volunteers held a party in the 4-D Annex and the 7-B Ward of the Bedford facility. "Diddy boxes" were distributed to patients in both wards and also to those in the recreation room at the Coffee Shop.

The "Strummers" provided entertainment in 4-D as the clowns entertained in 7-B. Everyone regrouped for a finale in 4-D.

The chapter presented a Panasonic music center to the patients of 4-D and an RCA VCR for the patients in 7-B. The 7-B patients had made a large banner welcoming the Pioneers.

In all, there were more than 70 volunteers who took part and the chapter was able to accumulate 460 voluntary hours for this project.

Chapter 78 also received support from other organizations which helped make the event a success. Thanked by president Bill Wedge were: AT&T Public Relations and Works Service Organizations, CWA Local 1365, CWA Local 1366, Haverhill AMVETS, Post 147, and OSCO Drug Co.

Unfortunately, "Salute to Hospitalized Veterans" pins did not arrive on time to be presented to the patients, but they will be presented on another occasion. Chapter 78 does have them on sale currently for \$3 each.

Merrimack Valley Works employees again this year will take part in a 12-mile Walk-A-Thon for the benefit of the March of Dimes.

The walk will be held on Sunday, April 23, starting at 9 a.m. from the Greater Lawrence Vocational School in South Lawrence, and continuing for 12 miles through South Lawrence and Andover.

In last year's Walk, employees from Merrimack Valley Works and other AT&T satellite locations finished in second place, netting over \$5,000 with just 31 walkers. Officials hope there will be more AT&T walkers this year.

AT&T walkers will be led by Dottie Hines, chairman of the Future Pioneers of Telephone Pioneer Chapter 78 at Merrimack Valley Works.

Employees who would like to walk in this event or sponsor a walker are asked to contact Dottie (x6861); Larry Farrell (x2311 or x2312); Marianne Dionne (x6864); Carol DeBrule (WI - x5682), or Susan Gervasi (Salem, 2nd shift - Salem 2 x6782). A team captain is needed for the Andover location. Anyone interested should call Dottie Hines.

Executive Board Members of Pioneer Chapter 78, at their meeting on Feb. 16, voted to donate \$200 to sponsor the Walk-A-Thon's first checkpoint, which will be manned by Future Pioneer members.

MVW Telephone Pioneers added 141 new members as of the end of February as the result of a membership drive held Jan. 27.

This brings to nearly 2,800 the number of active members of the chapter. (The chapter is also made up of more than 3,750 retired Life Members.)

The new members are a combination of current and past "eligibles." Employees who will have 15 or more years of service this July 1 are considered eligible to join the chapter.

Employees eligible for membership and who were not able to attend a sign-up meeting Jan. 27 in the MVW auditorium may still become a Telephone Pioneer by calling the chapter office (x2311 or x2312).

Membership in the chapter is open all year long for eligible employees.

Safety pays off for winning Raiders and Rebels teams

Employees making up the Safety Patriot game "Raiders" team became the first team to accumulate enough safety points to be declared winners.

Manager Tony Lazzaretti announced those safe *and* lucky team members whose names were drawn to receive prizes.

\$500 winners were Robert Innes and Richard Cote.

\$200 was won by Anne Dean, Dan Mannion, Anthony Perillo, Chez Marchwinski and Natalie Faxon.

\$100 winners were Dawn McDonald, Cary Moured, Bruce MacRae, Leo Congo, Don Antonucci, Sandra Sudol, Carol Quaglietta, Judy Dolfe, Dick Cotoia, Regina Gablosky and Chyral Curette.

A Safety sheet cake was won by the section led by Ken Lord.

Rebels team members collected the necessary points to be the second winning team.

As the Rebels filled the cafeteria to capacity, Tony Lazzaretti again officiated at the name drawing. Prize winners are:

\$500 — Bonney Grenier and Rosalie Treadwell

\$200 — Barbara Nolan, Allen Davis, Gerald Daniel, Charo Lopez, Emilio Gonell

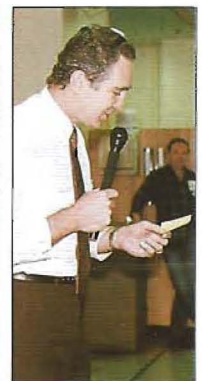
\$100 — Karen Christie, Kathleen Dimattia, Siegrid Hardy, Wallace Hatem, David Hull, Helen Jaffarian, Jeannine Marchaud, Evelyn Morse, Michael Patuto, Theresa Perry

The Rebels sheet cake went to the section led by Paul Sarcione.

Bob Goossens, Safety supervisor, reminds all employees that the road to victory in the safety game is paved with good, safe work habits.

Several teams are approaching the first victory level, and both the Raiders and Rebels team members are on their way to the next level towards total safety awareness.

MV is well on its way to a much improved safety record for 1989. Programs such as the Safety Patriot game help heighten everyone's consciousness of the hazards in our industrial environment.





A. E. Dugan
Manufacturing Vice President
Merrimack Valley Works

Western Electric® products
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February 1989

To all Employees:

In April of 1988 all Merrimack Valley Works employees were asked to participate in an Employee Input Survey. In over 5500 responses, you shared with us how you feel about the management processes in place at the Merrimack Valley Works. This past June you received a letter describing the results of that survey. The results clearly show those items that you feel are being done well at MVW and also those areas in which you recommend we make substantial improvements.

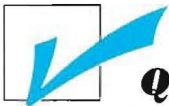
The significant increase in favorable responses indicates that Merrimack Valley is, indeed, on a positive course of continuous improvement. The following pages highlight just a few of the ongoing programs successfully increasing effective communication. The *Valley Voice* staff will publish regular updates on these and other programs affecting employees.

We will continue to keep you informed on the activities of the Merrimack Valley Works. I welcome feedback from you on any issue.

Do not hesitate to tell us how you feel. Talk to your supervisor, a member of the Merrimack Valley staff, or call my office. We want to hear from you.

A handwritten signature in dark ink, appearing to be "A. E. Dugan".

Allan E. Dugan
Manufacturing Vice President
Merrimack Valley Works



Walk by one of the training classrooms and you might see some strange-looking behavior — students tossing tennis balls to each other — students becoming instant actors and actresses to carry out role playing. This issue's cover photo was inspired by such a demonstration. Students in a circle begin tossing tennis balls to each other, an action representing communications and existing communication channels. As more people become involved, some channels become cluttered and information (tennis balls) misses the target. Demonstrations such as this help reinforce new ideas about effective ways to communicate ideas.



STUDENTS ATTENDING a class in the Quality Excellence Through Teamwork program learn about the positive benefits of Quality Architecture.

The goal of AT&T's Quality Architecture is to provide a systematic approach for use by all employees in their quest for continuous improvement in the process.

Activities related to quality are linked across the boundaries of major functional organizations, such as design, manufacturing and marketing. The functional organizations are linked to one another through customer/supplier relationships. Quality "cells" link the varying processes within functional organizations, and employees become team members within the appropriate cells.

Merrimack Valley has 192 Quality Architecture cell teams in place at the current time.

Quality Excellence Through Teamwork is a training program designed to instruct employees on the positive benefits of Quality Architecture.

Bob Begin of the training organization explains that a Quality Architecture team is much more than a group getting together for a coffee break.

"The Quality Architecture process is a data driven process," explained Bob. "Teams learn to use the data that is available in many forms to identify problem areas and suggest solutions." Instructors use role playing techniques to demonstrate the need for cell team communications.

Classes are attended by actual Quality Architecture Teams (also known as Quality Improvement Teams). Together team members learn about the various tools used for effective problem identification and solving. Back on the job after the two four-hour sessions, they are eager to work together.

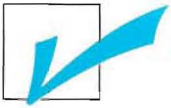
Quality Architecture (Improvement) Teams consist of a process engineer, a quality engineer, a supervisor, and as many production associates as

there are separate production procedures in a cell.

When a team has worked together and is comfortable with the tools used in problem solving, the next step is to become involved in the customer/supplier relationship with other cells. Cells upstream (handling product before) are suppliers, downstream cells are customers.

A close working relationship with the customer/supplier teams ensures that problems are not pushed on to be inherited by the next team.

Bob estimates that more than 650 employees have completed the training session, with approximately 60 to 80 attending each week.



Effective training for better leadership

Every team needs a leader, and today's leaders must be good communicators.

Ongoing leadership seminars help ensure that Merrimack Valley's leaders are the very best.

When the question was asked more than a year ago, "How do we meet the challenges of the future at Merrimack Valley?," a new leadership development training program was designed for Function Managers and Supervisors.

The program, which is held on a 10-week-course basis covering all three shifts, was developed by Joe Giampa, manager of training and public relations, as a result of the 1988 employee input survey.

One of the goals of the program is to provide an environment that allows both groups to better enhance their communications skills.

The program is geared toward helping function managers and

supervisors to develop their leadership talents, improve their interpersonal relationship skills and provide them with meaningful updates on important subjects.

Considerable effort is made to have many different organizations represented in each of the classes to provide a cross section of ideas and views. These are expanded with open dialogue, MVW subject matter experts as guest speakers, internal case studies, breakout sessions and celebrations.

Besides enhancing communications skills, objectives of the program include helping the first- and second-level supervisors to gain a better understanding of their people and learn techniques for improving quality and productivity.

The function manager program is facilitated by Dr. John Mitchell of Mitchell & Associates. His expertise and experiences over the last 20 years with AT&T at all levels provide an additional plus to the program.

Those who have attended have

praised the program and its agenda. One function manager said he enjoyed it so much he would have been willing to pay for the course.

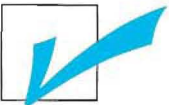
Another described the program as "terrific," saying that it provided a "positive effect on the quality of my life and my work."

There have been 110 function managers who have attended the program, with another 30 who have yet to attend scheduled to begin in April.

So far, 91 supervisors have successfully completed the program with 28 enrolled in the current class.

Howard Starnes is the leadership development manager of that phase of the program for supervisors. Neil Murray is coordinator of the classes for function managers.

Bob Gablosky



Effective training for everyone

Communication, that's what it's all about. At AT&T we provide our customers with the most advanced communication systems in the world. But how good are we at communicating? Do we get the message across to our fellow workers when we have something to say? Do we understand what they are trying to tell us?

The MVW Training organization has special classes to help learn important communication skills.

Interpersonal Skills emphasizes team building and group dynamics through lectures, simulation and role playing.

Job Instruction Techniques uses hands on experience to provide the student with the skills to explain and teach others.

Team Building shows employees how to be part of a team and how, without team effort, JIT won't work.

Leadership training is available to all supervisors. This class deals with specifics to enhance ones ability to

work with others. Listening skills, verbal and nonverbal communication skills, and asking appropriate questions are covered in this class.



Increase employee feedback activity

Do we communicate?

You bet we do! Since the first employee survey was distributed in 1985, MVW management has been committed to opening lines of communication between all levels of employees.

The July 1986 issue of the *Valley Voice* reported on the beginnings of Merrimack Valley's Vision of the Future, along with two new ideas in the quest for effective employee communication — the "Time Out for Discussion" series and the Employee Information Exchange Panel (EIEP).

During April and May of 1986, 36 "Time Out" sessions saw 10,000 employees being asked by former Chairman Charles L. Brown to "take ownership" of AT&T. Employees asked nearly 300 questions during those first sessions. Then on May 30, 1986, Jack Heck, former MVW manufacturing vice president, presided over the first of many EIEP sessions — informal question and answer forums with cross sections of 400 employees. Employees had lots to ask at these early EIEP sessions, and debate was often heated and lengthy over individual issues and complaints.

The latest Employee Input Survey, completed in April of 1988, revealed that the character of the average MVW employee was indeed transforming to that of a team member. Percentages of favorable responses to specific questions greatly increased, and areas of continued concern were fewer and more specifically identified, leading to more effective attempts to address those lingering concerns.

As might be expected, effective communication across all levels remains the most difficult to achieve. In a fast paced business environment, dialogue across and between

levels of responsibility deteriorates rapidly unless constant attention is given to maintaining and improving all communication channels.

Communications meetings

All employees are expected to attend and participate in regular meetings with supervisors to discuss current needs of the business and address any specific needs of the attendees.

QWL teams

QWL teams began as a method of communicating to management the concerns of union represented workers. Today there are more than 60 separate teams. Any represented employee can bring an issue of concern to a QWL team for determination of the issue's merits. QWL teams have newly renovated office and conference room space and a support staff to coordinate activities.

Anniversary breakfasts

Employees celebrating service anniversaries of five years up (in increments of five years) are invited to join Al Dugan, manufacturing vice president, for breakfast. These informal meetings give employees an opportunity to discuss issues on an informal basis.

Works results meetings

These monthly meetings with management employees are geared to keeping engineers, accountants and other management workers informed on the current state of business at MVW. Financial results, quality checks, and safety statistics are some of the areas covered.

Large group meetings

Occasionally the visit of a high level AT&T executive prompts the holding of a large group meeting with approximately 400 randomly selected employees of all levels. These meetings give employees an opportunity to see beyond the Merrimack Valley to the company as a whole. Question and answer sessions provide opportunities to speak directly with AT&T's top executives. (See page 4 or story on *MVW's latest large group meeting*)





QUALITY of WORK

WELCOME TO WORK SYSTEM MANAGEMENT

JIT NEWS

Valley Voice



The union makes us strong. CWA



NO ENTRY CONSTRUCTION

CAUTION SAFETY FIRST

WE VALLEY CLUB

WEValley Club WEValley Club

Bob Lang, EMT, makes special delivery

If New Years Day was any indication of how 1989 is going to be, then Robert K. Lang Jr. is in for an exciting year! Bob delivered the area's first baby in the front seat of the parent's Nissan.

Bob, a selector in the Storeroom, has been a member of the Plaistow Fire Department since 1977 and an EMT since 1980. His page is liable to go off at any time of the day or night, and, living as close to the John D. Fitzgerald Public Safety Complex as he does, he's often the first person to arrive.

That's just what happened on New Years Day. Bob's beeper sounded at 4:26 a.m., and he was at the complex in less than two minutes. As he crossed the parking lot, he saw Charles Case at a car and heard him call "It's coming, the baby's coming!" He ran to the car and found Charles' wife Heidi in labor in the front seat.

From that point on, everything happened quickly. Bob could see that the baby was coming and that it was in a breech position, he knew he had to act fast. At 4:32 a.m., only six minutes from when the call was placed, Bob had the new baby, five-pound 14 oz. Michelle, in his hands.

Heidi's labor had begun at about 1:00 a.m. After speaking to her doctor at around 3:00 they decided it was time to leave their home in



HANDLE WITH CARE. EMT Bob Lang holds Michelle Case in front of the ambulance which brought her and her mother Heidi to the Hale Hospital after an emergency delivery at the John D. Fitzgerald Public Safety Complex in Plaistow, NH.

Raymond and head for the Haverhill Municipal (Hale) Hospital. After dropping off their four year old daughter Jessica at the babysitters they continued on their way.

When they were in Plaistow, Heidi realized they would never make it to the hospital in time, so they went to the Plaistow Safety Complex, where they knew they could find help. "Bob was wonderful," said Mrs. Case. "He had never delivered a baby before, but he was just wonderful." The Cases asked Bob to be Michelle's godfather.

Merrimack Valley also benefits from Bob's extensive first aid training. Bob teaches CPR, is a CPR Instructor trainer, a Cot Crew instructor, and he teaches the Multi-Media Standard First Aid course.

Bob and his wife Julie are expecting their first child in May. He has thought about delivering his own child (in an emergency) but right now his only plans are to help coach Julie during the delivery and maybe assist in the delivery of their second child, but you never know.

Vendor quality improvement at MVW

Improved communications makes a difference

Chris Stafford
Quality Control Engineer

Have you ever been frustrated because either you received something different from what you ordered or what you received was defective? Did you ever wonder what was being done to eliminate incoming material quality problems? These questions and others like it are being addressed through MV's supplier quality improvement program. This program, which has evolved over the last four years, was initiated to improve the incoming quality of piece parts.

Four groups coordinate the thrust toward improving supplier quality: Purchasing, Piece Part Engineering (PPE), Quality Control Engineering (QCE), and Purchased Material Inspection (PMI). The numerous activities that these groups coordinate may not be well known but are familiar through their associated acronyms and terminology (MRB, VRB, Vendor Rating, QPE, OSL, Ship to Stock).

Merrimack Valley's quality improvement activities begin with biweekly meetings of the Vendor Review Board (VRB). The VRB is chartered to spearhead quality improvement activities with piece part suppliers. These activities include establishing quality goals for each piece part commodity code, tracking supplier quality improvement through MV's vendor rating system, and initiating quality improvement activities at suppliers (i.e., Quality Program Evaluations (QPEs), workmanship standards training, and supplier quality review meetings).

In addition to the VRB, these same four groups meet biweekly to

discuss specific quality problems at the Material Review Board (MRB). The charter of the MRB is to review the disposition of nonconforming material and enhance the routines and procedures associated with processing discrepant material.

In an attempt to reduce the amount of nonconforming material allowed into the plant, the VRB has initiated a PMI source inspection program where PMI inspectors are sent out on the road to inspect product at the source (see *Valley Voice* October 1987). This program identifies nonconforming material at the supplier before it is received at MV. PMI source inspection promotes a better understanding of AT&T requirements by the supplier through a closer relationship with PMI inspectors.

The results of these activities on the incoming quality levels of piece parts have been dramatic. Since the initiation of the supplier quality improvement program in 1984, a 71 percent improvement in piece part

quality as measured by PMI has been realized. The 1988 incoming quality level for piece parts has improved 26 percent over the 1987 level. In addition to achieving quality improvement, the VRB has followed Dr. Deming's philosophy of supplier base reduction by reducing MV's piece part supplier base by 45 percent. This allows the VRB to implement ship-to-stock programs at some of MV's piece part suppliers. This program essentially eliminates lot by lot inspection except on new or changed parts, reduces inspection cost, and improves the flow of material into the factory thereby supporting a Just in Time (JIT) manufacturing environment.

These efforts by the Vendor Quality Team have not eliminated all of the supplier quality problems; but, if the piece part results are an indication, these four groups and the programs that they have developed have taken a big step in the right direction toward supplier quality improvement.



THE VENDOR REVIEW BOARD meets to discuss quality problems. Members from left Kevin O'Brien, Frank Orlando, George Emmott, John Hovan, Barbara MacGown, Lou Marsan, and Fran Winters.



Merrimack Valley Works People



Winn



Bowers



Smith



Guenther



Gerrish

LEN WINN DISTINGUISHED SPEAKER

LEN WINN, manager of Quality at MVW, delivered The Gordon Institute's November Distinguished Lecture Series address. Len challenged the conventional view that quality improvement becomes uneconomic beyond a certain point. He demonstrated that, by taking a longer view, further improvement is always justified.

PROMOTIONS

Effective January 1, **Barbara Bowers**, was promoted to Administration Manager at the Product Management organization, located in Andover. Barbara replaces Arleen Evans, who retired, and will report to R. Reed Harrison III, Director of Product Management - Transmission Systems.

Effective January 16, **Forrest F. Smith**, supervisor, JIT Implementation at the Dallas Works, was promoted to manufacturing manager of the DIF-E, DACS and Echo Cancelers department.

Effective February 1, **Esther Guenther**, sales management representative, Southwestern Region, located in Lisle, Illinois, was promoted to Plant, Engineering and Cost Reduction Accounting Manager at Merrimack Valley. She will report to R. M. Scachitti.

Effective January 1, six MVW planning engineers were promoted to senior engineers:

- Thomas M. Gerrish**
- Robert Hough**
- Robert J. Lansing**
- Kevin F. O'Brien**
- Beth M. Stevens**
- Rose B. Stevenson**

Also, seven MVW information systems staff members were promoted to information systems staff senior members:

- Steven A. Brown**
- Rodney W. Flynn**
- Wayne J. Getchell**
- Mary P. Handley**
- Gary L. Johnson**
- Kenneth A. Thiesing**
- Marina Wagner**

IN MEMORIAM

Walter A. Conroy, retired section chief, Dec. 22, 1988

Theresa B. Feugill, retired tester, Dec. 18, 1988

Gladys S. King, retired coil winder, Jan. 5, 1989

John K. MacLean, retired bench hand, Nov. 19, 1988

Alice S. Moore, retired lab. asst., Nov. 21, 1988

Hedwig S. Niland, retired stamper, Nov. 24, 1988

James V. Raia, retired operator, Nov. 12, 1988

Clinton L. Rand, retired bench hand, Dec. 11, 1988

Anna B. Ryan, retired bench hand, Nov. 28, 1988

John F. Savage, retired section chief, Nov. 26, 1988

Winifred L. Smith, retired coil winder, Dec. 14, 1988

Stanley Sudol, retired warehouseman, Nov. 21, 1988

John J. Talanian, office worker, Dec. 28, 1988

Evelyn A. Weshonko, retired wireman, Nov. 21, 1988

Harold M. Wilson, retired machinist, Nov. 12, 1988



Hough



O'Brien



Stevenson



Brown



Flynn



Getchell



Handley



Thiesing



Wagner



Wu



Shepherd



Riano

FRANK WU WINS 3RD PLACE IN AREA PHOTO CONTEST

Frank Wu was awarded third place in the *Lawrence Eagle Tribune* first annual photo contest. His photo, "Mother and Son," taken in a pasture in Fairlee, Vermont, fits in nicely with the contest's "Beautiful New England" theme. (see back cover)

Frank works the DACS circuit pack shop on second shift. He started taking pictures at age 13 with a box camera made by his father. His photographs have been in exhibitions all over the world, and several of his photos have been published in photography books.

Frank was raised in China, where several of his first photos won a contest. He enjoys traveling and taking pictures of scenery.

Editors note: Please see page 19 for announcement of a Merrimack Valley Works photo contest.

GLEN SHEPHERD RECEIVES BLACK ACHIEVER AWARD

Glen Shepherd, a Member of Technical Staff at Bell Labs, Andover, has been named to receive a 1989 Black Achievers Award.

The Black Achievers Award is sponsored by the Greater Boston YMCA in recognition of those individuals who have made significant contributions during the preceding year. Glen was selected because of his significant technical contributions, as well as his dedication in the areas of community mentoring and affirmative action.

ERNESTO RIANO RUNS WINNING MARATHON

Ernesto Riano was the first corporate finisher in the 1989 National Corporate Marathon held in Houston, Texas, in January. His winning time was 2:30:06.

Ernesto has been running for AT&T for nearly five years and is a second shift member of the DACS circuit pack shop.

AT&T placed first in the meet against a field of 34 competitors.

SERVICE ANNIVERSARIES

During January the following individuals celebrated service anniversaries of 25 or more years.

- Theresa Drouin (25)**
- Thelma Lopizzo (25)**
- Josephine Matthews (25)**
- Nancy Durant (30)**
- Jacqueline Carey (30)**
- Robert Hahn (30)**
- Alexander Lampariello (30)**
- Rocco Romatelli (30)**
- Irene Boucher (35)**

RETIREES

Years of Service

September
30 William D. Watson

January
11 Antonino Frittitta
28 Bob Wright

February
27 Sadie Abraham
33 Francis J. Andrukaitis
26 George D. Baker, Jr.
35 Jacqueline R. Barlow
30 Gretarose B. Barnes
28 Theresa L. Beauchesne

(continued next page)

28 Barbara M. Beaulieu
 27 Roland R. Bolduc
 26 Mary P. Boothroyd
 26 Pauline C. Boucher
 30 Clyde L. Brown
 33 Harold K. Bunker
 41 Barbara A. Casey
 16 Catherine G. Cellarmare
 36 Fred J. Champy
 31 Janice P. Clevesy
 30 Olive D. Coddair
 14 Marie J. Comeau
 33 Shirley R. Cram
 31 Rosalie Croteau
 31 Jason M. Davidson
 35 Wilfred J. Desjardins
 30 Nancy G. DiSalvo
 36 Emily F. DiZazzo
 18 Gertrude P. Dionne
 23 Alfred B. Emilio
 28 Jane Evans
 35 Arlene B. Evans
 22 Louise F. Fontaine
 20 Beatrice L. Fowler
 42 Ethel Frangedakis
 18 Katie R. Gainey
 35 Roger L. Gaumont
 28 Lucien A. Grammont
 41 Gerald P. Guilfoyle
 28 Arlene M. Hartford
 40 Edward L. Hayes
 37 Robert G. Henault
 32 Jeannette Y. Henderson
 32 James O. Hills
 29 Herbert P. Hodge, Jr.
 30 Howard J. Hodgins
 37 John J. Howell
 25 Louise F. Howland
 44 Gerard E. Huberdeau
 36 Albert D. Jackson
 20 Theresa L. Janelle
 27 Anita A. Jerackas
 21 Frank T. Knowlton
 10 Anna M. Kolodziej
 20 Robert S. Kuegel
 36 Rita H. LaCroix
 27 Esther B. Land
 25 Thelma P. LoPizzo
 32 Jean A. Lough
 27 Edyth M. Malbon
 37 John B. Melvin
 30 Robert C. Miller
 32 Alden H. Milton
 35 Helen M. Moll
 16 Henry M. Moylan

36 Cornelius W. Murphy
 27 Mary L. Murphy
 24 Mary P. Papadakis
 33 Edwin F. Pecker
 28 Marie G. Pellerin
 31 Emile J. Pellerin
 21 Fortuna C. Piccolo
 33 Claire B. Poirier
 24 Robert E. Pollister
 21 Victor B. Porro
 36 Felicia A. Rapa
 17 Robert A. Ratcliff
 20 Jean R. Raymond
 36 Gloria Rizzotti
 31 Renee M. Robinson
 20 Antoinette Ronsivalli
 35 Arthur L. Royer
 25 Edward L. Samoisette
 29 Catherine A. Sarcione
 31 Cornelius A. Scannell
 30 Marie D. Serrano
 11 Stephen Sevoian
 25 Muriel L. Slye
 32 Thelma D. Stewart
 29 Robert F. Stoehrer
 37 Gilbert A. Sylvester
 30 Georgette M. Tattan
 37 George T. Tattan
 34 Margaret M. Uhl
 36 Grace T. Valcanas
 20 Irene A. Valliere
 26 Georgette T. Venne
 31 Rita S. Wardrop
 24 Eugenia K. Waszkiewicz
 25 William W. Weibe
 30 Alice M. Whitehead
 27 Mary F. Wilcox
 32 George R. Williams
 21 Joan C. Woodbury
 24 Frank L. Woodbury Jr.
 28 Edward P. Zagranis
 31 Elaine A. Zazopoulos

NEW SOLDER ADDS UP TO A CLEANER ENVIRONMENT

One of the oldest manufacturing techniques at Merrimack Valley will be undergoing a change soon. The new wrinkle in the centuries old history of soldering is called low activity, or low flux, solder. Operators will soon be finding the distinctive red spools replacing their familiar rosin-core solder at most soldering locations. Accompanying the solder will be a small container labeled "*tip tinner/cleaner*." This material is used in conjunction with the solder to effect a quality soldered connection.

Why is AT&T changing the process which has served so well for so many years? The reasons are two-fold. Low activity solder, because it contains less flux (1 percent as compared to 3 percent in rosin-core), is much cleaner, eliminating the need to wash the connections after hand soldering. A cleaner product results in better test yields. In addition, the amount of solder smoke generated by the heating irons is reduced by as much as 80 percent.

The Merrimack Valley training organization is currently offering a hands on introduction to low activity solder. Line supervisors may arrange scheduling by contacting Carol Clark, x3535, or Tony Taylor, x5992.

Low activity solder — a cleaner product, a safer environment!

Employee Suggestion Program



GLENN GEHLY suggested using universal regenerator covers which reduced costs for the Lightwave department. Joe Giampa, right, manager public relations and training, presents Glenn with his award as Bob Begin, training specialist looks on.

December Awards

\$5,765
Glenn H. Gehly
\$1,505
Paul D. Hudson (2)
\$1,210
Kenneth F. Paradis
\$650.83
Mark D. Bean (3)
\$600.83
William R. Hartung (2)
\$420
Anthony J. Rossetti
Michael H. Smith
\$377.50
Tadeusz Kolodziej
Jerry G. Kotval
\$310
Howard E. Anderson

\$245
Arthur W. Fairbrother
\$205
Charlene R. Fox
\$175
Dennis P. Anderson (3)
Robert P. Schumann (3)
\$150
Paul P. Kinney (2)
Charles W. Senter (2)
\$120
Harry Apostolides (2)
\$100
Kathy A. Duchemin
Bertha J. Dudek
Ernest J. Goudreault
Ronald R. Masse
Mark J. Patuto (2)
Michael J. Trout

\$75
Paula J. Andrukaitis
Judith G. Arnold
Michael E. Dawson
Phyllis P. Dearin
William G. Ellis
Cheryl M. Fanaras
Paul J. Fici
Deborah M. Gatchell
Michael R. Hogan
Lois E. Hubbard
Rafael A. Jimenez
Jacqueline E. Killilea
John P. Menihane
Paul A. Miller
Rita E. Olesen
Norma A. Ouellette
Cheryl A. Pipitone
Jaime Reyes
Reinaldo Rivera
Tong W. So
John S. Tedoldi
Leonard A. Trahan

\$50
Brian J. Birchall
Robert D. Chase
David D. Despirito
Carlos L. Escalante
Debra A. Hamel
Genevieve H. Kushmarick
Karin J. Laury
Richard J. McCarthy
David W. Moriarty
Steven W. Pearson
William H. Pillsbury
Mary E. Pina
William E. Plummer
Joseph L. Potter
Mike R. Regan
Gerald W. Seward
Denise M. Stewart
Lawrence Sullivan
Daniel A. Tuccolo
Alex F. Vannett
James A. Waller
David G. Willette
Robert J. Zannini
\$40
James J. DeMarco
\$37.50
Lena R. Bowen
Mary J. Brown
Albert R. Gauvin
Daniel M. Kissel
Miguel A. Ramirez
John Roche
Roy Whitaker
Robert B. White
\$33.34
James J. Yokley
\$25
Diane P. Andrews
Peter A. Beauregard
Bryan P. Dubois
David F. Earley
Belkis A. Guzman
James P. Roberts
Paul A. Shea
Kenneth A. Tuccolo
Michael S. Williams
\$12.50
John W. Gordon
Theodore E. Meyer

For your information



ENGINEERS WEEK IN PLANNING STAGES

A joint Network Systems/Bell Labs committee has been busy planning events for the week of February 20 to honor

MVW's members of the engineering profession. Highlighting each year's event is the naming of the Engineering Excellence Award recipients. This year's honored engineers will be featured in the *March Valley Voice*.

Committee members include Sharon Hudak, chairman, and Pete

Ambrosio, Mary Anderson, Ellis Bailey, Vijay Chitra, Ed Dickinson, Irene Dumas, Jim Gaudette, Pat Harris, Dave Ierardi, Dale Lewis, Raj Krishnan, Kim Nguyen, Larry Rickabaugh, Ron Searcy, Joe Sweeney, Charlie Turner and Dale Wisler.

BLACK HISTORY MONTH RECOGNIZED AT MVW

Merrimack Valley's Affirmative Action Awareness Committee organized a busy schedule for National Black History Month.

The joint Network Systems/Bell Labs group activities for the month included a February 16 presentation by Henry Hampton, creator of the award winning television documentary series "Eyes on the Prize," a history of the civil rights movement.

Two traveling poster exhibits: "A Song I Can See" which depicts 12 great women of jazz, and the "Black Presence," graphic renditions of black making outstanding contributions to American and world history, are on display throughout the month.

On February 8 the cafeteria served



AFFIRMATIVE ACTION AWARENESS COMMITTEE members from left Major White, Pamilia Cox, Rodney Lee, Montanez Wade, and Darryl Harrington. Missing are Sheila Landers, Sue Engels and Devonne Moore.

ethnic food and was the scene of a lively lunchtime music program featuring Greg Jackson, vocalist, and Larry Jones, guitarist, accompanied on piano by Bell Labs MTS

Rodney Lee.

A mixed-media presentation of art, poetry and African dance by artist-performer Roxanne Perinchief of Boston was held on February 10.

ELISE HALL PRESENTS PLAQUE TO WAYNE WEEKS

Members of AT&T Network Systems Management Board each received an engraved plaque of a sketch of Nubble Lighthouse in York, Maine, following their meeting with Merrimack Valley Works employees on January 12.

The first of the plaques was presented to Wayne Weeks, president of AT&T Network Systems and the Management Board chairman, by Elise Hall, inspector in the printed wiring board shop, on behalf of the entire AT&T community at Merrimack Valley.

Elise was assisted in distributing plaques to the other board members by Tena Wolf, of Network Systems technical professionals; Sarah Phillips Vaz, of the Bell Labs technical staff; and Jack Donovan, product manager in the product management organization.

Elise spoke to the board and attendees and explained that the lighthouse sketch was produced in Merrimack Valley's printed wiring board shop, "using the same processes used to make product."

TRANSMISSION FIC/SAW FILTERS TEAM WINS AGAIN

They did it! The Transmission FIC/SAW Filters team, under the leadership of Roger Harding, recaptured the number one position in the December Component Factory contest.

After the close of a very successful year for the entire Component Factory, the quality and safety awareness program definitely will



She said the etching was from a sketch made by a public relations employee (Bob Gablosky of the Public Relations office).

The lighthouse, she said, was chosen "because we feel it is symbolic of the Management Board. As Nubble Lighthouse has served as a beacon, providing navigational direction to mariners for many years, so, too, do we look to the board to provide guidance and direction to Network Systems through the uncharted waters under our new structure."

In accepting the plaque, Wayne expressed the thanks of the entire Management Board and commented, "It's a real reminder to us of what you expect of us."

continue in 1989. Winners of each contest are treated to a first class breakfast (dinner for second and third shifts), and all team members are eligible for drawings of new prizes.

Roger said that all the teams not only work extremely well together but also make a conscious effort to remain aware of the many safety and quality issues that lead to winning each month's contest.

MVW ANNOUNCES 1989 PHOTO CONTEST

Save those great photographs! Merrimack Valley Works Public Relations organization is sponsoring a 1989 photo contest.

The rules are simple — all entries must be taken by an employee of the Merrimack Valley Works and contain some scene or activity within a 100 mile radius of the Merrimack Valley.

Photos may be in color or black and white and may be either 35mm slides or prints (slides preferred).

All winning photos will become the property of the Public Relations department for use in a planned 1990 MVW calendar or other projects as deemed desirable.

Deadline for entries is October 31, 1989, giving plenty of time for photos of the changing seasons.

Prizes — All photos selected for use in the 1990 calendar or other projects will earn \$50 cash awards.

Get out those cameras, and good luck!

ESD ALERT !!!

Styrofoam products have been banned from MVW for over three years because they are highly prone to static charging. They pose a serious threat to the sensitive devices produced here.

We have been working with suppliers to eliminate styrofoam from incoming material but we still have more to do and we need your help! If you know of any styrofoam cups at MVW, please destroy them as soon as possible!



Mother and Son,
a photo by MVW employee Frank Wu, was awarded third
place in the *Lawrence Eagle Tribune's* first annual photo contest.
For this photo, Frank used a Contax 159mm camera with a Karl Zeiss
Vario-Sonnar f4 lense and Kodak Pro VPS color film ISO 160.
(Story on page 15)



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