

Valley Voice



December 1990



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VALLEY VOICE

A publication for active and retired AT&T Network Systems and AT&T Bell Laboratories employees of Merrimack Valley
1600 Osgood Street
North Andover, MA 01845

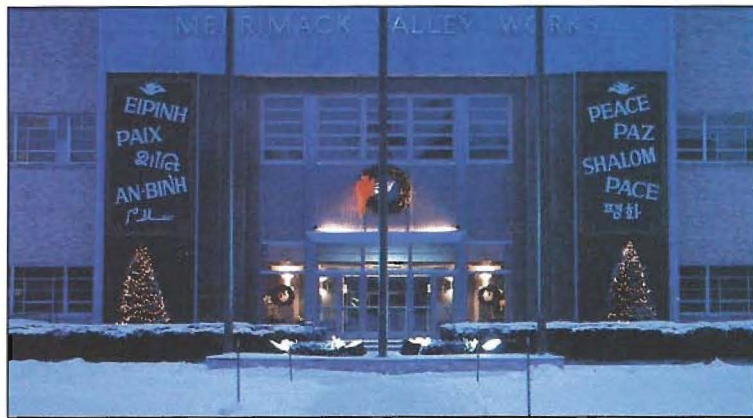
Part of the Transmission Business Unit — Winner of the Bonnie B. Small 1989 Quality Award

J. F. McKinnon
Transmission Systems
Vice President

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Valley Voice is published for employees like Rafael Rodriguez, a third shift test analyst on the lightwave team who attended Jack McKinnon's open meeting.



To all Employees,

The approaching holiday season brings with it many opportunities for reunions with family, friends, neighbors and coworkers.

We gather together to celebrate all the good things we enjoy. We then traditionally end the holiday festivities with resolutions that carry us eagerly into the new year, refreshed and ready to face new challenges.

It is our personal wish that each and every one of you enjoy this special season and that your resolutions include one on being the best you can be, both at home and at work.

Happy Holidays.


Jack McKinnon
Transmission Systems
Vice President


Bob Sanferrare
Transmission Systems
Vice President


John Henrickson
Director
Components

On the cover — Alex and Normy Grammatic return to Merrimack Valley where in May they helped plant this large blue spruce tree in celebration of Earth Day 1990. (See June 1990 Valley Voice) Six months later they have each grown a little, and everyone is getting ready for the approaching holiday season. Roger Culliford photo.

McKinnon speaks to 5,000 workers



How do you get a message to 5,000 employees . . . and give them each an opportunity for instant discussion and feedback?

Transmission Systems Vice President Jack McKinnon had been wrestling with this dilemma since his arrival in April. Schedule conflicts and lack of space were making large group meetings difficult.

Then in November space opened at the well known "Hollywood and Vine" intersection. The area was quickly fitted with temporary curtains, a speakers platform, audio equipment, and 1,000 chairs. Schedules were changed.

In six action packed meetings, covering all three shifts and each lasting two hours, Jack got what he wanted — an opportunity to "talk shop" with the more than 5,000 equipment factory employees who report indirectly to him.

His basic message was simple and clear: *every* piece of equipment manufactured at Merrimack Valley can be purchased elsewhere. Customers have many

choices. To keep those customers buying AT&T products, Merrimack Valley *must* be on a path of continuous quality improvement — in product, cost and service.

Jack says it is his job to make tough decisions, always remembering first his commitment to keep the employees working and the business growing at Merrimack Valley.

Some of Jack's specific ideas for ensuring the production of a cost effective product led to lively dialogue with the audience — exactly what he was looking for.

Furthermore, special boxes now in the design stage soon will be placed throughout the facility for employees to continue to write directly to Jack with ideas for making Merrimack Valley an even greater place at which to work.

Acknowledging the individuality of more than 5,000 people is certainly difficult for top managers, or for anyone. At these meetings Jack McKinnon showed he is certainly *not* an ordinary manager.

Now you know . . .

- 52 MVW employees have perfect attendance for more than 10 years! 150 for more than 5 years! 1400 for the year 1989! Still, the average MVW worker is absent for sickness more often than his European or Japanese counterpart.

MVW's Absence Control Plan will be restructured beginning January 1991.

- MVW is heading towards a totally smoke free environment. But help is on the way for those trying to quit.

- Flextime is often an emotional issue fraught with difficulties in a manufacturing environment. The whole matter will be reviewed.

- *No one* will ever make *everyone* happy with the parking lot rules. The entire issue will be studied and results published as soon as possible.

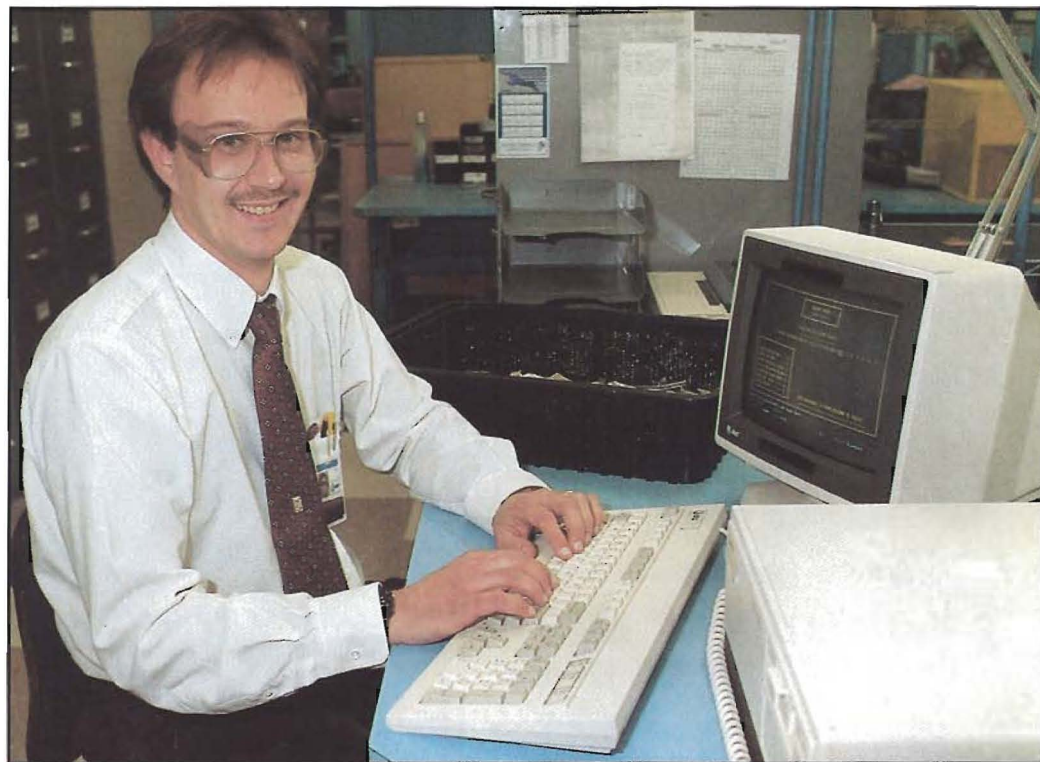
- No one is perfect. If an MVW worker cannot resolve a problem with his/her immediate supervisor, they *are* entitled to seek help at higher levels.

- Speaking of higher levels, in 1988 the equipment factory organization chart showed 33 managers, reporting through various intermediaries to Al Dugan. Today's chart shows sixteen, all reporting *directly* to Jack McKinnon.

- Backschedules cut in half; continued reductions in inventories; increased business resulting in revised forecasts; growing global presence — all this amidst tough competition — Jack is doing *his* job. . .

Employee Suggestion Program

Daniel Kissel awarded \$10,000



Holiday shopping chores may be easier this year for Dan Kissel, whose innovative approach to utilizing existing software earned him an extra \$10,000.

Dan, a supervisor in the GDX area, suggested a new method of collecting and recording scrap data while providing pertinent PCC data and documentation, including computer-printed junk sheets.

October awards

\$10,000
Daniel M. Kissel
\$6010
Jeffrey Page
\$2641.67
Michael M. Brown
Deborah W. Gatchell
Kevin A. Robichaud
\$1465
Roger A. Chandonnet
\$450
Barry M. Noonan
\$250
Michele S. Dugdale
\$240
Dennis Costa
\$130
Debra A. Hamel
\$125
Vasiliki P. Vasilopoulos
\$100
Joan M. Ireson
Timothy J. Gagnon

Paul G. Lambert
Scott E. Quinney
Kenneth A. Tuccolo
Sheila A. Kallery
Ann R. Owen
Michael A. Jacques
John C. Roberts
\$75
Richard E. Kneeland
Paige V. Adams
Robert M. Van Winkle
Gerald A. Comeau
Norman A. Hamel
Theodore M. Zabek
William G. Feeney
Blaine L. Sampson
Daniel J. Dorazio
Bryan P. Dubois
Diane M. Reid
Annette M. Boggiatto
Cheryl A. Pipitone
Kathleen M. Hayes
William L. Boddy
Donna M. Ketchen
Marian T. Liropoulos
Stephen E. Clark

Roger R. Giard
Stephen E. Clark
Ronald W. Jaffarian
Robert W. Barton
William G. Feeney
Carmen L. Padilla
Michael A. Jacques
Janice A. Fowler
William J. Brickley
Barbara M. Donovan
Carol C. Rabeau
David A. Makepeace
Christine M. Rapazzo
\$50
Joseph J. Thompson
Robert M. Segel
Gerald A. Comeau
David A. Thresher
Annette M. Boggiatto
Bruce E. Prescott
Gary R. Gosselin
Patrick J. Holroyd
Lois W. Fontaine
Patricia E. Murphy
Michael A. Jacques
John R. Robershefski

Harry G. Guillemette
Lois E. Hubbard
\$37.50
Carmel A. Nolin
Shirley A. Lilly
Carrie L. Richardson
Emilia M. Costa
Charlene R. Fox
Donna M. Ketchen
\$25
Chester R. Dzioba
Cathie G. Coy
Lois F. Horning
Evan C. Keene
Alicia E. Zdanovich
Austria Rodriguez
William E. Owen
James M. Elliott
Joyce J. Kozak
Brent W. Arsenault
Robert E. Larocque
Donald P. Leger
Geraldine D. Mekalian
Gerald Ciarcia
Joan H. Ditommaso

Now Hear This . . .

MV's Training organization responds to employee's needs

by Tony Taylor, Training

Customer-focused quality often means different things to different people. For Roy Monroe, a Level 1 production associate in the Patriot Shop, a focus on his needs as a customer resulted in the successful completion of a Certification training course.

Roy, who is hearing-impaired, had encountered difficulty in earlier classroom sessions and was concerned about completing the Level 1 Certification curriculum. That concern was shared by Education and Training Specialist Neil Murray. "When I saw that Roy was in difficulty, I contacted his supervisor, Bob Casey, and arranged a meeting with him and Roy. Out of that 30-minute meeting came an action plan we hoped would address Roy's situation."

As Roy is proficient in sign language, Murray contacted the Hearing Impaired Division of Northern Essex Community College and obtained the services of two nationally certified independent signers. Roy's name was then added to the roster of the next Certification class, Print Reading.

Despite the complicated subject matter, Roy was enthusiastic when he arrived at the training complex. Asked if he experienced any anxiety going into the class, Roy replied, "I felt very comfortable. For once, I didn't feel at a disadvantage. Though I also read lips, I can't count on *seeing* everything that's said around me, so having the signers there was very reassuring."

Roy's confidence was shared, to a degree, by Murray and Training Associate Elaine Vaillancourt. Vaillancourt, who taught the class, said, "Our greatest concern was

the possible effect that the presence of the two signers would have on the rest of the class. But it proved to be no problem at all."

And what are Roy's feelings following his unusual training experience? "I'm very pleased that the company responded to my needs. Sometimes, consideration isn't given to hearing-impaired employees. In meetings and other large gatherings, we are at a real disadvantage without the services of a signer. But this time, the company came through."

Roy also extends special praise to his supervisor. "Bob is great. He has been understanding and very supportive. He hasn't let my condition keep me from being the

best employee I can be." Indeed, Roy's abilities are evident in the various functions he fulfills in the Patriot Shop as process checker, machine operator and temporary lay-out.

As for Certification, Roy has no further concerns. Provided with the same opportunity everyone else has to *hear*, Roy says, "I *know* I can do it," a fact borne out by his excellent performance in the Print Reading class.

Points out Murray, "Our obligation in Training is to provide to our customers whatever service we can. We will continue to do that for Roy Monroe and for everyone at Merrimack Valley.

Roy Munroe and Debbie Hamel, a member of the VISION Line team, discuss Roy's much improved progress in the Level 1 certification curriculum, where a focus on customer needs brought sign language to the classroom.



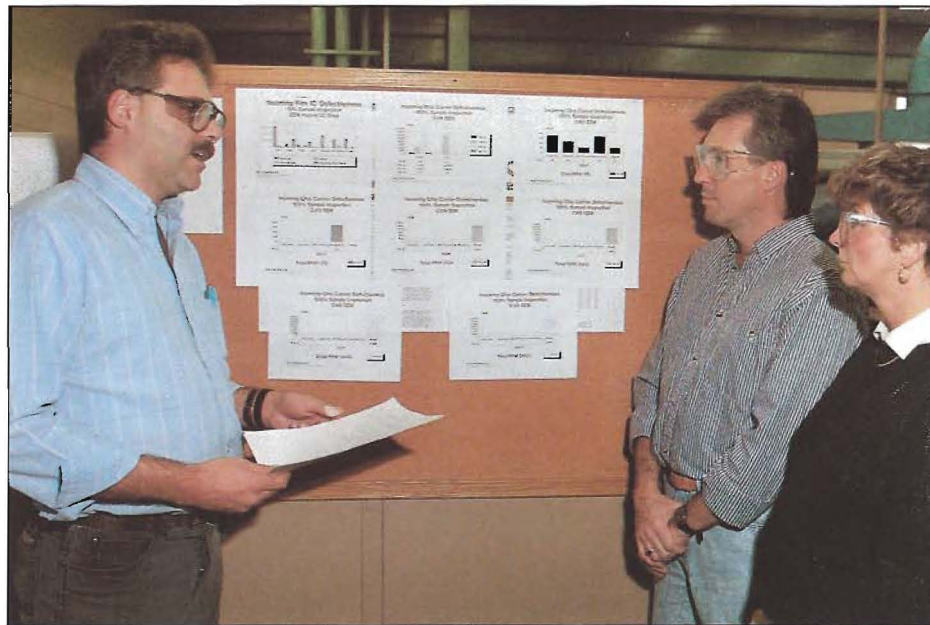
Around the Works

EMPLOYEE INVOLVEMENT EXPANDS

A GDX HIC Quality Improvement Team has been hard at work energizing peers and gaining acceptance of their concept of self-management.

Team leader Mark Coppola, left, along with Joe Ebert and Jane Walkey, recently accompanied a group of engineers and supervisors on a visit to the Denver Works. Their goal was to evaluate the activities of the Denver teams with the emphasis of looking for benchmarks for the Merrimack Valley team.

'Working towards continuous improvements under the Malcolm Baldrige criteria,' are serious words for this busy team. They returned to



Merrimack Valley armed with new ideas and a renewed commitment to ensure long term successes for their project.

DANGELMAYER PUBLISHES BOOK

Ted Dangelmayer, a senior engineer in Merrimack Valley's Quality organization, is the author of **ESD Program Management: A Realistic Approach to Continuous Measurable Improvement in Static Control**, a just published manual for engineers and managers in the electronics manufacturing industry.

The book is packed with over 300 pages of useful information on a total system approach to properly managing a comprehensive program to mitigate the effects of ESD.

Ted has been working ESD issues for the past twelve years and leads a corporate wide effort as co-chairman of the AT&T ESD committee and as a corporate ESD consultant. He is the chairman of the 1991 EOS/ESD Symposium Board of Directors.

RADON TESTING PROGRAM EXTENDED

Radon is a gas which can move through small spaces in the soil and rock on which a house is built. Radon can seep into a home through dirt floors, cracks in concrete floors, floor drains, sumps, joints, and tiny cracks in hollow-block walls.

The Safety department and the University of Lowell are extending the Radon testing program through the month of January 1990. A minimal fee of \$10 is all it costs to have a carbon canister mailed to your home. After placing the canister in your basement for 48 hours, you return it to the University of Lowell in the carton provided, and a lab analysis will be mailed to you. Forms are available at the WEValley Club counter or from the Safety department.

Protect your family against radon . . . the silent killer.

FORM FIXERS

The PQMI Forms Team is pleased to report that their first project is a success! The team decided to fix an aggravating problem with the service anniversary form process. Instructions on the form were incorrect for local practices which resulted in confusion, irritation, and wasted time.

Working with Rita Royer, the owner of the process, the team got to the root of the problem and came to a workable solution.

Thanks to their efforts, employees no longer receive anniversary forms directly from New Jersey; the forms go to Rita who disributes them through company mail with the local instructions clearly stated.

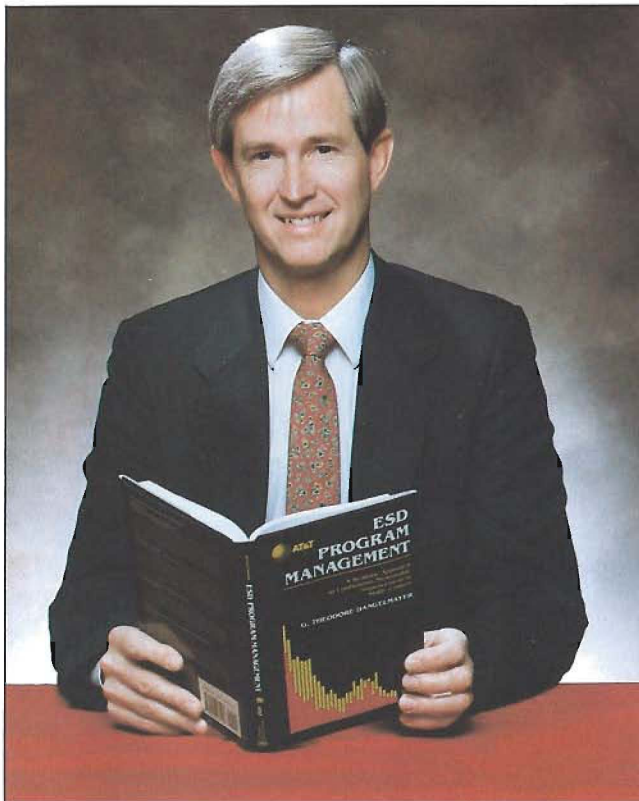
Team members, from left, Jerri



Sweeney, Rita Royer, Dee Lewis, Robyanne Cormier, Dawn McDonald, Lisa Boyer and Maryjane Krepper are always on the lookout for irksome forms and will soon begin tackling another. If you have a form that needs fixing, please contact a team member.

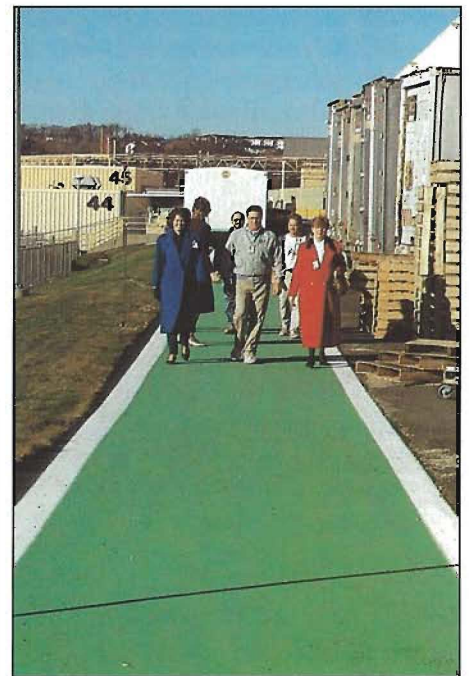
WALK THIS WAY . . .

A group of employees take advantage of the new walkway running between Gate 8 and the Alliance training trailers behind Building 70. Employees attending classes held in these trailers can avoid the Shipping/Receiving truck traffic by using this new walkway.



“Electrostatic discharge (ESD) events can have serious detrimental effects on the manufacture and performance of microelectronic devices, the systems that contain them, and the manufacturing facilities used to produce them.”

. . . From the Preface of Ted Dangelmayer’s newly published book.





Merrimack Valley Works People

ERNESTO RIANO PLACES FIRST

Ernesto Riano of the VISION Line was the first place corporate finisher of the Portland, Oregon, marathon, run on Sept. 30. His time of 2:41:09 won him first place in the 30-34 age group among corporate runners.

AT&T as a team won by 1 point over GE. This was the second consecutive first place finish for Ernesto and AT&T in the marathon.

Fourteen AT&T runners completed the 26.2 mile open race, which drew over 4,000 runners.

IN MEMORIAM

Francis A. Addonizio, retired bench hand, October 6, 1990

Edith A. Blood, retired tab analyst, August 24, 1990

Wilfred A. Borden, retired section chief, October 27, 1990

Catherine W. Clinton, retired checker, product quality, July 25, 1990

Carmen A. Dastoli, retired packer, September 21, 1990

Rose R. Defazio, retired coil winder, September 29, 1990

Helen F. Gendron, retired report clerk, October 2, 1990

Helen Renaud, retired inspector, October 22, 1990

Ronald L. White, operator, November 20, 1990

ON THE MOVE

Effective November 1, 1990 —

Greg Kunysz, Manager, Radio Engineering and Manufacturing, became Manager, Customer Service.

Greg is looking forward to working much more closely with our customers and really understanding their needs.

Greg believes that the real competition in the 90's will be over service. "Without quality you're not even in the game," he says, "but by providing the best service, we can win."

Effective November 15, 1990 —

Al LaFavors, Manager, Customer Service, became Manager, Program Management, National Sales Division — New Market Sales.

Al is focusing his efforts on the nationwide implementation of sales of systems to all new market customers.

Al now reports to R. M. Camecia, Sales Director, Network and Business Systems Sales and is located at AT&T's Andover facility.

PROMOTIONS

Effective August 1, 1990 —

Richard Rurak was promoted from engineering associate to supervisor in DACS System Test.

Effective October 15, 1990 —

Robert Goudreault was promoted from engineering associate to occupational engineer in Transmission Products Customer Technical Support.

Effective November 9, 1990 —

Paul Woundy was promoted from senior engineer in FT2000/SLC Engineering to FT2000/SLC Engineering Manager.



Riano



Kunysz



LaFavors



Rurak



Goudreault



Woundy



Dube

SERVICE ANNIVERSARIES

During November and December the following employees celebrated service anniversaries of 25 or more years (in increments of five years)

NOVEMBER

- Jo Ann B. Ackerson (25)
- Beatrice G. Cote (25)
- Evon B. Danus (25)
- Lionel F. Dichard (25)
- Louis M. DiPinto (25)
- William R. Droese (25)
- Edmond E. Genest (25)
- Dennis T. Harb (25)
- Jacqueline P. Nilsson (25)
- Joseph T. Ponti (25)
- David A. Rockwell (25)
- Francis B. Rose (25)
- Alice B. Vitale (25)
- Gordon E. Wick (25)
- Warren P. Andrews (30)
- Sidney E. Bailey (30)
- Richard L. Bouchard (30)
- Charles L. Brown (30)
- Daniel P. Dynan (30)
- Ronald I. Goodrich (30)
- Robert F. Joslin (30)
- Robert J. Lyons (30)
- Irving D. Reval (30)
- Robert C. Shea (30)
- Howard E. Anderson (35)
- Richard A. Grazio (35)
- Joan M. Joaquin (35)
- George A. Patnaude (35)
- John B. Phaneuf (35)
- Walter Silva (35)

DECEMBER

- Gloria B. Bentick (25)
- Louise D. Blaisdell (25)
- Thomas A. Bleakley (25)
- Richard A. Brooks (25)
- Ronald R. Brunette (25)
- Ann D. Campbell (25)
- Linda M. Hayes (25)
- Edith M. Heffernan (25)
- William G. Leeman (25)
- James N. Lemoine (25)
- Leon E. Marchand (25)
- Daniel J. McAvoy (25)
- Kathleen S. Nason (25)
- Vincent P. Santapaola (25)
- Jane E. Taylor (25)
- Theresa L. Bolduc (30)
- Patricia A. Boody (30)
- Raymond C. Dennis (30)
- Mary A. DiMauro (30)
- Andrew R. Lucas (30)
- W. W. Medley (30)
- John K. Raymond (30)
- William D. Ross (30)
- Natalie D. Grassi (35)
- William A. Lyons (35)
- William L. Parker (35)

DAWN DUBE SPEAKS AT ALLENTOWN CELEBRATION

Dawn Dube was the guest speaker at the AT&T Micro-electronics' Allentown Works Quality Day Celebration, held on November 1, 1990.

The theme of the celebration was "Listening to Our Customers," and Dawn's role as an engineer in MV's Component Verification Center put her in the ideal position to evaluate the quality level of incoming parts.

Dawn addressed nearly 250 employees during four presentations attended by production, management, office, maintenance and engineering personnel.

Communication between suppliers and customers is essential. Dawn brought this message and much more to the Allentown Works. She was presented with a plaque in recognition for her participation in the event.

RETIREES

Years of Service

November

- 28 Anthony I. Camasso
- 34 James G. Bilmazes
- 30 Richard L. Boucher
- 35 Andrew Duma
- 34 Joseph M. Nolet

December

- 32 Robert O. Hahn
- 27 Donald C. Manning
- 41 Nanci D. Ross
- 29 Ronald L. Searcy

For your information

SAFETY & HOUSEKEEPING AWARD WINNERS



Congratulations to the VISION Circuit Pack Test team for being the October winner of the Equipment Factory's Safety & Housekeeping Award. Second place went to Andy Abrahamson's DACS II team.

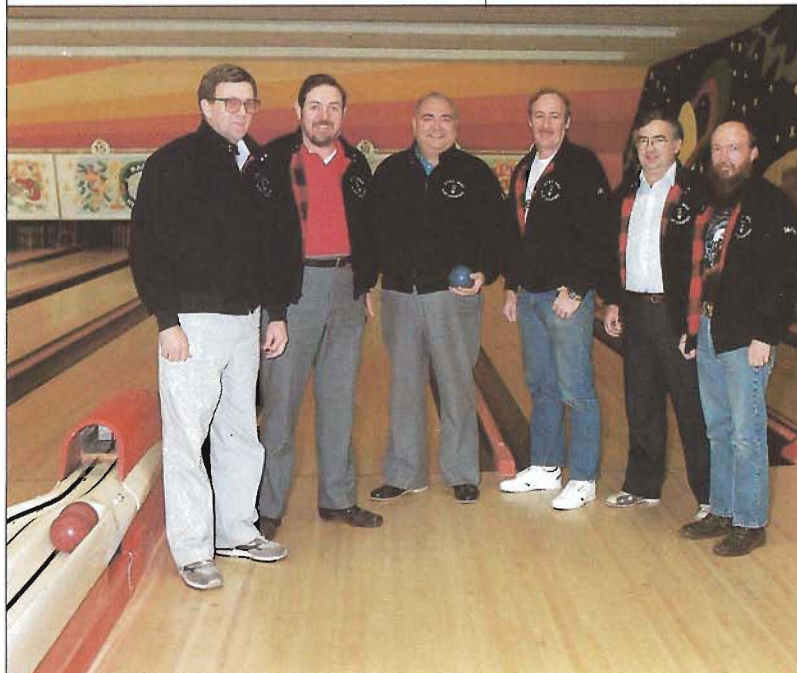
It's been a busy year for the VISION team, led by Paula Fines. "Our output has more than doubled," says Paula, "and we're working lots of overtime. On top of that, we're in the middle of rearranging the department. To win in this context really says a lot for the team members."

Team members, from left, Jim Salvo, Tom Crowley, Roger LaChapelle, Paula Fines, Debbie Poole and Joe Montibello, take a break from their busy day to pose with the trophy.

BOWLING CHAMPS

The MV candlepin bowling champs are the Drafters, a first time team made up of members of MV's Drafting organization. The team captured the Wednesday night league title by outscoring nine other teams. From there they went on to win the plant championships held in April at Academy Lanes in Bradford.

Members of the winning team, sporting their new team jackets, are from left, Carl Houston, Dennis Shute, Jim Hajjar, Al Levesque, Ken Demers and Wally Turgeon.





SAFETY & QUALITY AWARD WINNERS

The October winner of the Component Business Safety & Quality Award was Rick Hajec's Piezoelectric team. Diane Ouellette's GDX/5ESS team placed second.

It was a close race, each team had a perfect safety ratio, but the Piezoelectric team's quality ratio put them on top.

Rick is certainly pleased with his team's performance. "We've had three wins and one tie in the last five months," says Rick. "That's a record we can all be proud of."

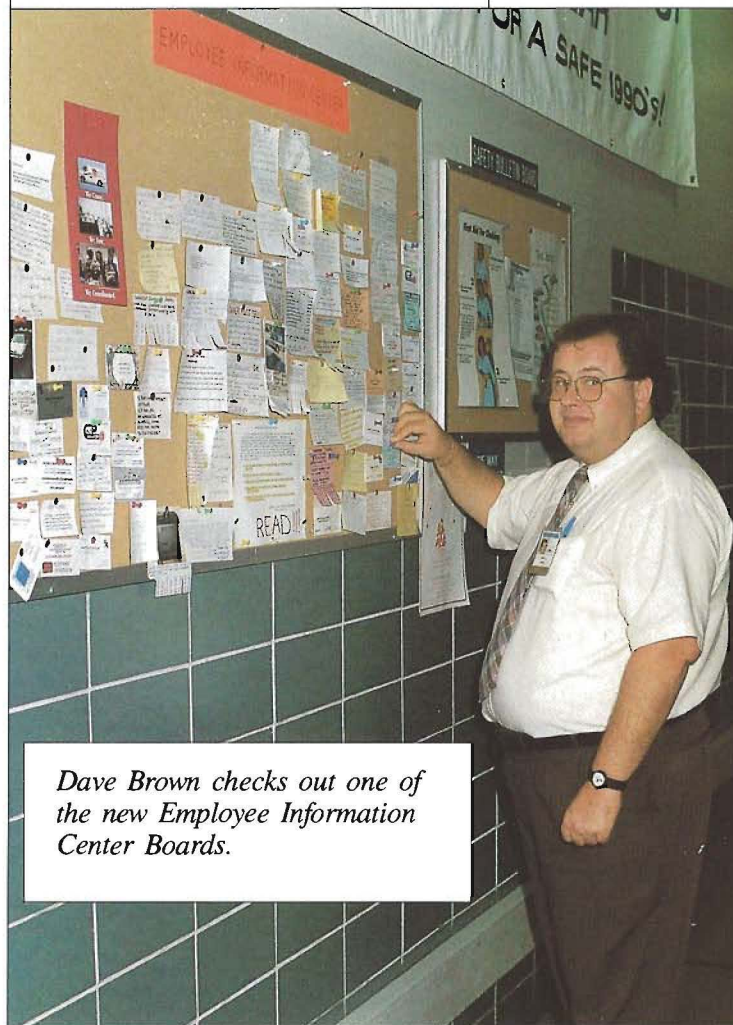
Gathered around the plaque are Ann Wholley, Henry King, Doris Theberge, Rick Hajec, Juana Deschamps and Susan Gosselin.

BULLETIN BOARDS

Employee Information Center Boards have been placed in three locations — the main cafe, the cold cafe, and the first floor cafe — by QWL team 56.

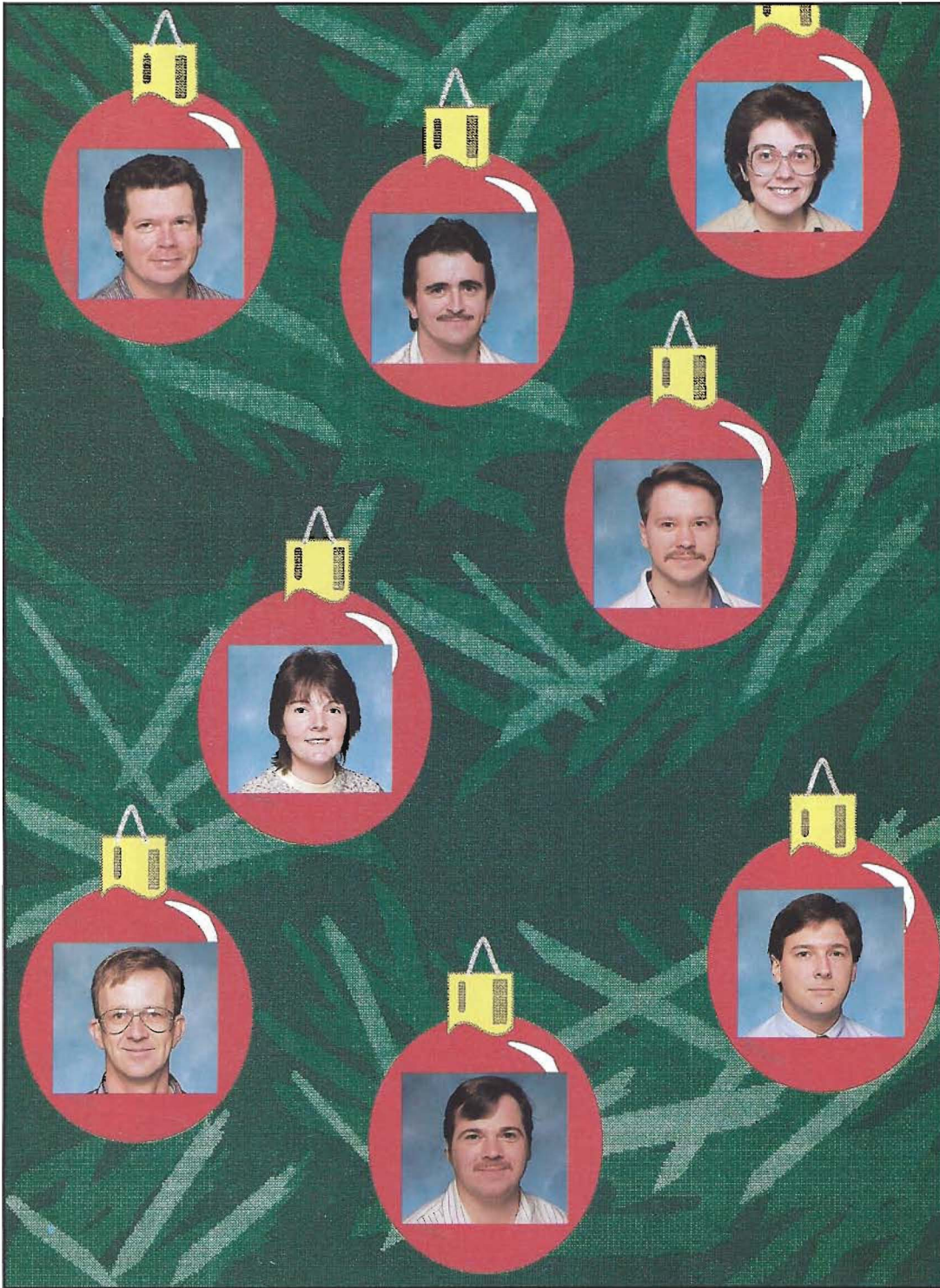
It is their intention to allow employees to advertise items and to create better housekeeping throughout the plant. Employees may post items for sale, business cards, or advertise services by using the following guidelines:

- 1) 3 x 5 or smaller cards, written in ink or typed. Must be dated.
- 2) only one card per person per board, please.
- 3) use of home telephone numbers only, no company extensions.
- 4) no business to be conducted on company premises — *this is a must!*
- 5) two-week limit on all ads. Ads may be reposted if an item does not sell.



Dave Brown checks out one of the new Employee Information Center Boards.

Ron Quinn design



Employee Suggestion Program

A total of 95 suggestion awards were presented during October. Several of the top winners send their best wishes for the holiday. Shown are, clockwise from top left, Jeffrey Page, Kevin Robichaud, Deborah Gatchell, Michael Brown, Roger Chandonnet, Barry Noonan, Dennis Costa and Debra Hamel. (See page 4 for more winners.)



1600 Osgood Street
North Andover, MA 01845

BULK RATE
U.S. POSTAGE
PAID
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