

Valley Voice

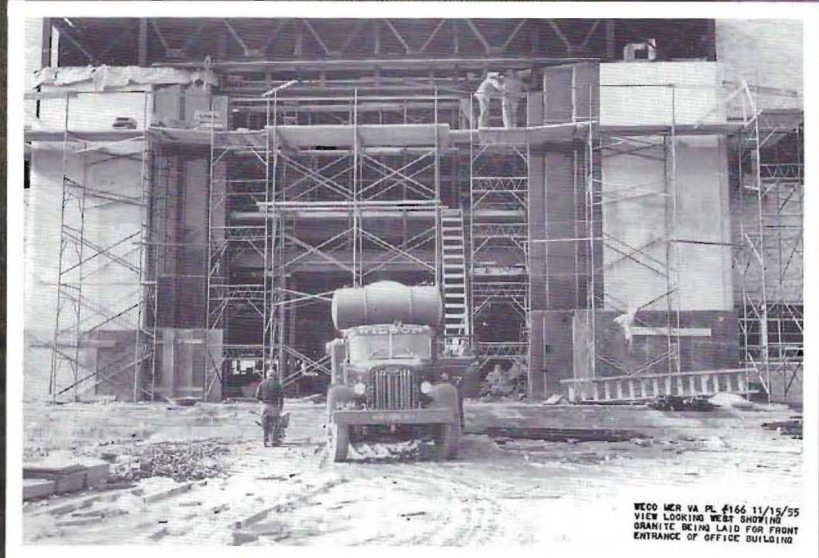


35 years of excellence

... a good place to enter



... a hayfield in transition



WECO MER VA PL 4166 11/15/95
VIEW LOOKING WEST SHOWING
GRANITE BEING LAID FOR FRONT
ENTRANCE OF OFFICE BUILDING

September/October 1991



September/October 1991

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 and 1990 Quality Awards

1991 — AT&T's first entrant to the Malcolm Baldrige National Quality Award

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Thirty-five and counting!

AT&T's Merrimack Valley celebrates 35 years in North Andover location.

To all Merrimack Valley employees and retirees:

Thirty-five years is thirty-five years: a long time or a short time, depending on your point of view. A lot happened in those years, not just at the workplace affectionately known as the "Valley" but also at every corner of the globe.

People tend to get nostalgic when "big" anniversaries arrive, and we imagine we will prove to be no different.

The concept of leadership has changed much over the years. Empowerment of the people at the working level offers new challenges for *all* employees.

It is in the spirit of this new leadership that, although our three names appear in the opening page of this special *Valley Voice* issue, the real importance is in the stories about the many people of Merrimack Valley who, over the past thirty-five years, made sure that the Valley is, as always, "a great place to work."

We hope you and your families enjoy the special activities planned for the October 5 Quality celebration and anniversary Open House.

J. F. McKinnon

R. J. Sanferrare

J. F. Henrickson

On the cover — Thirty-five years ago we were Western Electric, part of the Bell System. Now we are the Merrimack Valley Works, part of the Transmission Business Unit, which is part of the Network Systems Group of AT&T — all good internal terms with special meanings, but confusing to those outside, particularly the customers. People want to buy from someone they know and trust, and the AT&T name remains synonymous with that trust. Chances are that for the 7,000 plus people who spend their workdays at "AT&T's North Andover location," we will always be the "Valley" or the "Works." But for the communities and their citizens, and for our customers, we are . . . AT&T.

Valley Voice is published for employees like Jack Kelsey, MTS in the Special Design & Development group. Jack has the most AT&T service of all employees located at Merrimack Valley.

Jack began his AT&T career 47 years ago in Kearny, N.J. He was already at the Lawrence plant in 1956 and was one of the first people to work at Merrimack Valley.

Evolution of quality at MV

Prior to 1956 the Quality organization was known as the Inspection department. The shop produced the product, and the Inspection department sorted out the good from the bad. The shop's bonus was based on the total number produced (not the number of good ones), and the Inspection department's bonus was based on the number of defects found. Under these conditions, there was no incentive for the people doing the work to reduce or eliminate failures.

A lot changed in 1956 — the inspection function was returned to the shops; Statistical Quality Control (the use of process control charts) and Process Capability (a way of establishing a maximum level of defectiveness, beyond which the shops would not be compensated) were introduced; and a Quality Appraisal function took responsibility for performing statistically-based acceptance sampling of product.

This approach lasted for many years. As long as Process Capability was being met, there was little effort put into further reducing defect levels; they were just accepted as a fact of life.

A turning point came about ten years ago when the program "If Japan Can, Why Can't We?" was aired on national TV. This brought home the fact that Japan had achieved undreamed of levels of quality in their products, reduced costs, and made significant inroads into the American economy.

The program showed how Dr. W. Edwards Deming, an American quality guru, had pointed the way for the Japanese in the early '50s, teaching them American quality control techniques. Even though we had written the books, we had lost the discipline. By now, American industry as a whole was



re-awakened to the need to bring back quality.

In the mid '80s, MV arranged a series of seminars with Dr. Deming for virtually all MV management and engineering and many represented employees. Next, programs being used by other companies, like Motorola's 6-Sigma and Florida Power & Light's Policy Deployment, were evaluated and portions adopted and integrated into our current approach to quality.

The recent advent of quality awards has helped us focus our quality procedures. The Bonnie Small Award, Chairman's Award, and the Malcolm Baldrige National Quality Award are all based on a common set of criteria which allows us to determine where we are and what must be done to become best in class.

As we proceed into the '90s, the cultural transformation which is well underway will continue until all employees see themselves as empowered members of a team, demand perfection of their suppliers, and meet or exceed all their customers' needs.

Don Bodwell, a member of the Vision Line team, is one of the more than 7,000 MV employees focused on continuous quality improvements for the 1990s.

From pebbles to beepers

Some changes in the way information is moved

About thirty years ago, a young man who worked in the Informations Systems department at Merrimack Valley got married and moved into his new house with his young bride. That night they were awakened by pebbles being thrown at their bedroom window. . .

. . . Just about a year or two ago, another young man who worked in the same department was celebrating his wedding anniversary with his wife in the romantic ambience of an elegant restaurant when his beeper started beeping.

Both scenarios above ended with the young men in question leaving their loves, the first to drive to the plant, get on the computer, fix the problem, and drive back home. The second was able to return to his celebration after a quick trip home to his computer. (By our next anniversary issue this story will change and say he picked up his portable computer and fixed the problem between dinner courses.)

What has *not* changed in the past 30 years is the critical need for information which drives our plant and the dedication of the Information Systems staff to the availability of this information.



The first computer equipment at the Valley consisted of card processing equipment and a printer which could print different report formats depending on how its board was wired. The first sort took 19 hours. Now, this processing is measured in minutes.

Bob Morton, Information Automation engineer, says, "Some present day wristwatches have more power than one of the old slave machines."

Ever hear of a "tray person"? These were the material planners of the day, so named because the information for which they were responsible was kept in trays.

Input to computers was all done by cards. Bills of Material consisted of card decks, one deck per item. If a component on a Bill was unavailable, the engineer would substitute a new card in the deck.

Cards were even color-coded so they wouldn't be mixed together. And all these cards made their way to the Data Center by Friday evenings, so the computers could do the processing over the weekend.

Gone are the cards, almost anybody can enter stuff into a computer using a simple barcode reader wand, processing is done in minutes, and times have changed!



"Today's typewriters are faster than the old printers," says Bill McHale, Data Center section chief. In 1985 MV acquired the model 3800 high speed laser printer. Printing payroll checks used to take two and a half days. Now it takes an hour.

Programming changes read like a science fiction tale. Programmers used to fill out a form in order to create a program. This form would be key-punched onto cards. Programmers maintained decks of cards, each deck constituting a program.

underlying concept was reporting by exception.

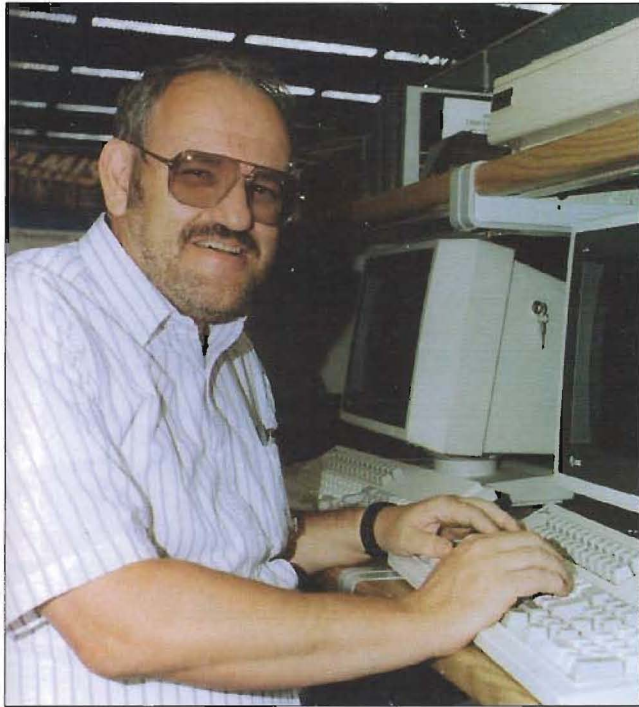
In 1965 a group of Japanese from Nippon Electric reviewed the design of the IPCS system. They borrowed the design and are still using it. They returned to the plant in 1978 and reviewed their requirement

records with the late Fred Partellow, then a senior Material Planner. Fred's comment to the Japanese was, "You are over-stocked!" The Japanese quipped back, "You speak Japanese!"

UNIX e-mail and word-processing capabilities.

The growth of UNIX was greatly enhanced by improved communications equipment. Hundreds of miles of lightguide cabling and a switching mechanism which allows access to multiple computers at once, all contribute to our ability to communicate today.

Tomorrow will see further developments in the improvement of communications — an Ethernet network between UNIX machines and the mainframe to transmit millions of characters per second!



Information Automation Engineer Don Bohnwagner remembers having contests on who had the largest program. For a long time Don was the champion because he had a program which filled a drawer (approximately 2,400 cards). One day another programmer came down to the Data Center with an even bigger deck. Don later discovered that the new champion had inserted blank cards into his deck in order to win.

The oldest system at Merrimack Valley is IPCS (Integrated Production Control System). Developed by Merrimack Valley in 1961, the system was based on a concept taken from Hughes Aircraft Company. The purpose of the system was to determine component requirements for equipment production. Its fundamental

The past ten years have seen the dawning of UNIX-based computers and, with them, the flowering of office automation. Ed Lawler, Information Automation engineer supporting the UNIX system, remembers the initial hesitation to use electronic mail. In the late 80s "e-mail" was recognized by upper management to be a powerful communications vehicle. A directive went to the engineering ranks that e-mail *will* be used. Now, no directive is needed. Not only is there widespread acceptance of UNIX, but most people cannot operate without



Mirga Girnius shows off some obsolete tabroom equipment in the data center "museum."

Mirga Girnius

Around the Valley

GATORS ROLL TO '91 SOFTBALL TITLE

The Tuesday night champs, the Gators, behind a 37 hit barrage, beat the Thursday night champion Raiders 10-5 and 17-7 for a two game sweep in the MV softball finals.

The Gators, a first-time entry in the league, were led by the solid all around play of Brian Martin, Fran Forgit, Scott Raymond, Mike Savastano, Ken Wolenski and George Gudowski. As a team, the Gators hit .506 in the finals and had an impressive 37 hits.

Congratulations to the Gators!



Players shown, front from left, Ron Gagnon, Scott Raymond, Bud Wood, Brian Martin and Mark Barson. Rear, from left, Fran Forgit, Mark Fanaras, Mark Bean, Ken Wolenski, Mike Lanza, George Gudowski and Mike Savastano. Missing from photo is Greg Tashjian.

We had a site visit!

September 16 - 20, 1991

EMPLOYEE MEETINGS

A new series of employee informational meetings with Transmission Systems Vice President Jack McKinnon were held between August 12 and September 6.

Fifteen lively sessions were held in Mezzanine A with about 300 employees attending each. Many important issues were discussed including the state of our business, preparations for our Baldrige site visit, RBOC manufacturing legislation and the steps being taken to grow our business.



The meetings ran smoothly and were a big success. People were very appreciative that Jack took the time personally to fill them in on the business picture and dispel

rumors, and Jack was pleased with the employee response — many good questions were asked and several good suggestions were made.

PERFECT [ATTENDANCE] PARKING

Forty-seven represented Merrimack Valley workers get the “red carpet” treatment every day when they report for work. The key word here is *every*, because these 47 employees have records of perfect attendance for eight or more consecutive years.

They were rewarded with special numbered parking spaces at the gate of their choice, to be valid through the end of 1992.

Several of them were spotted by photographer Roger Culliford.



Shown, left to right, are John Hayden, Bob Yeaton, Nancy Barton, Eric Brandow and John Wloch.

Says Bob, “It is nice to know you can come in at the last minute and still have a great parking space.”



WHERE DO OLD FIRE TRUCKS GO?

How would you like to retire after 30 years of service to the company, move to the beach and . . . work harder that you ever did before?

That’s just what happened to Merrimack Valley’s former fire fighting vehicle. MV was ready to retire the vehicle, and North Hampton, N.H., was in need of a forestry unit. Gerry Gingras, of Factory Engineering, who lives in North Hampton, was alerted to the pending vehicle retirement. He notified Bob Kinsman, an MTS-1 in International Technical Customer Support and a call fireman for the

North Hampton Fire Department, and the rest is now history. Through the MV Surplus Donation Program, the town assumed ownership of the unit—a 1950ish jeep truck.

“We had to modify the truck so that it could carry its own water supply,” said Bob. “It took about four months of modifications and maintenance, done mostly by town fire fighters, to get the unit ready. They removed the overhead racks, repaired the brakes, replaced a wiring harness and repainted the truck — fire engine red, of course!”

The reconditioned unit, named Forestry #2, was first used in May of this year. “It saw lots of activity this spring,” says Bob. “We used it in practice drills in control burning acres of grass and then in pumping water through a deck gun. The pump on the truck is gear-driven so the truck can pump and move at the same time. There is always a danger that heavy equipment can’t reach a fire off the road, but a unit this size with 4-wheel drive can go anywhere. It’s shown itself to be a dependable, powerful and very versatile tool.”

WOMEN’S EQUALITY DAY GUEST SPEAKER

Women’s Equality Day was celebrated at Merrimack Valley on August 28.

At a lunch-time gathering, special guest speaker Dawn-Marie Driscoll, a Boston lawyer and businesswoman, addressed many issues affecting women in the workplace today.

The event was co-sponsored by the MV Women’s Networking Committee and the Affirmative Action Steering Committee.



Teamwork contest a big hit

People are talking — to each other — about contest entries

The idea was to develop a Quality month activity that would get people to communicate. (Why do we have such a difficult time doing such a simple thing?)

Anyway, people love contests, and this one really worked! This *Valley Voice* issue went to press before the winners were selected, but we did sneak a peek and found some great early entries. (Please do not confuse these as eventual contest winners).

We found people all over the factory and offices talking with the other people in their groups, figuring out just what it is that makes them so special. Soon visitors should be able to walk throughout Merrimack Valley and see banners proclaiming some of the things we all care about, things like . . .

Attitude, Technology & Teamwork, one of several entries using a play on initials.

Some teams suggested a new Purpose, Vision and Values: *Purpose* — Be the best you can be, to let the world know that AT&T is the leader in Quality and Customer Satisfaction. *Vision* — To bring the Company to a quality level so you don't need an award to let people know you're number one. *Value* — To work together as a team, produce quality work and care about customers' needs.

Many entries got right down to the specifics of the team, like these:

"Quality is caring about providing timely financial data that accurately represents the current and future operating environment and enables our customers to properly manage diverse responsibilities."

and "Quality is caring enough about our customers to use their input/feedback as the No. 1 driving force in our decision making regarding product improvements/enhancements."

Most entries are for continuations of the Quality is Caring slogan, adding all kinds of suggestions for improvements:

Quality is Caring . . .
. . . enough to go the extra mile.
. . . that our customers know AT&T takes personal responsibility and pride manufacturing the best products worldwide.
. . . enough to focus on today's goals and to strive for success in the world of tomorrow.



Some creative teams sent in poems. This is the end of a longer entry about a team with seven members: "Yes, our organization is diversified, of that we're aware. . . But we're tied together by QUALITY, because we're seven who CARE!"

. . . about giving the customer what they want, when they want, the way they want.

. . . about our reputation.

And other slogans are coming in too, ones like "Quality is number one in '91, we can do it too in '92."

Good luck to the judges in this contest — they need to . . . care enough to go "one more time" through that *giant* pile of entries!!!



Above and left, two of many teams gathering to prepare their contest entry.

New role of production associates changes day-to-day life on the shop floor

Merrimack Valley's rich history reminds us of the many changes that 35 years can bring.

The changes that affect us go beyond the continual movement of walls, offices and shops. In the past 10 years we have seen an unprecedented rate of change in the business environment. Our customers and competitors are driving us to provide more reliable products with more features at competitive prices and at intervals measured in days or hours.

For the Components Business, survival in this environment means meeting these challenges with new customers: Schlumberger, IBM, HP, Apple, Xerox and Westinghouse, to name a few.

Most importantly, the key to future growth in these markets is providing an internal environment that enables each and every one of us to work together as a team, focused on achievement of our purpose — To bring the highest value components solutions to customers worldwide.

How does being in such a dynamic environment affect day-to-day life on the shop floor? I decided to ask some of our Components production associates directly. The following are their comments, solicited as anonymous.

We are able to voice our opinions and get involved in quality issues.

There are many more opportunities for employee growth and development.



Below, Elaine Webb, Denise Blanchette, Mary Gatti and Bob Razza, all members of the Components Business team, gather to discuss today's day-to-day life on the shop floor.

The biggest change I have seen is the never-ending strive for perfection.

One of the biggest and better changes I've seen is the opportunity management is giving employees to participate and take leadership, and the freedom to communicate openly with upper management.

Most recently, the revolution of re-educating people to be more quality conscious and to do the job right the first time and implementing the power of quality architecture to define or redefine a process.

I feel that the Quality Architecture program at MVW in the past couple of years is a significant change for

the better by developing a more team oriented effort including production associates, maintenance, engineers and managers.

Production associates can now take charge of and be a part of the decision making team. No longer do we "just do it that way." Managers are realizing that the employee doing a job usually knows most about it and can contribute in improvements.

Elaine Webb

Today's Merrimack



Valley people at work



'Retired' doesn't mean 'sitting still' for these former Merrimack Valley workers

Editor's Note: There are a lot of retirees out there — in fact more than 5,000 copies of the Valley Voice find their way to this busy group, scattered literally around the globe.

Bob Gablosky, retired himself after a stint in the Public Relations group, located a few for this special column. Now it's up to you — if you're retired and doing something you want the rest of Merrimack Valley to know about, give us a call!

Alan Moline of West Boxford has traveled more than 23,000 miles since he retired in 1989 as director of Engineering and Manufacturing, Components. He and his wife Jane have completed three "major" trips, covering Florida, Texas, California and the Pacific Northwest, and all the states in between, and are planning their next major trip to Alabama and Tennessee this fall.

They have a 1985 Dodge pickup truck which hauls a 24-foot fifth-wheel trailer that has "all the comforts of home."

After each trip, Alan says, "we look forward to our next trip. This is something we've always wanted to do. We tent camped most of our lives."

Bernie Mooers of Deland, Florida, spends some of his retirement doing magic shows and, with his wife, MV retiree Josey, has been involved in volunteer work for which the Telephone Pioneer chapter in Florida gets credit. His most recent magic shows were for the Deltona Shuffle Board Club and the New England Club of Deltona, in Florida.

Bernie, who retired after 33 years of service in 1985 as editor of the *Valley Voice* and as a former shop section chief at Merrimack Valley, also likes to travel. He and Josey plan a trip to Hawaii this fall.



Sam DiNoto of Methuen keeps busy teaching children how to fly radio-controlled home built model airplanes. The activity is connected with a flying club in Rowley.

Sam, who retired from AT&T in 1987 as an installation engineer after 35 years service, says he enjoys working with the children. The youngest active club member is 13.

According to Sam, the group flies the planes from grassy areas in a field. He says the club has existed since 1960 and recently was featured in a program on TV Channel 7 in Boston.

Club members fly all kinds of planes, including single and double wings, with some military-scale model aircraft. Sam says the group now includes quite a few father-son teams and that other adults help out in the training sessions.

Margaret Chipinski, Bell Wedge, and Ann Seremet take a break from their duties at the Pioneer store to chat about old times.

Bill Wedge of Bradford spends most of his time as a Telephone Pioneer volunteer.

Bill, who retired in 1990 as a composite master toolmaker with 33 years of service, is the MV Pioneer chapter's representative of Veterans Affairs at the VA Medical Center in Manchester, NH; co-chairman of the chapter's Hospitalized Veterans Project; executive secretary of the chapter's executive board; secretary of the chapter's Life Member Club and an active worker each week in the Pioneer store.

In addition, Bill is on the advisory board of the Haverhill Day Care Center.

Margaret Chipinski of Salisbury also does considerable work as a volunteer for elderly and needy people, in addition to being a political campaigner for candidates, mostly on the state level.

Peggy, or "Chippie" as she is also known, makes candy baskets for nursing home patients, provides used clothing for the needy at the Citizens Center in Haverhill each Monday night, frequently visits hospitalized veterans and patients in nursing homes, helps children at the Salisbury library and helps elderly people do their grocery shopping.

She also spends 8 to 10 hours each Wednesday as a volunteer in the Pioneer store at MV.

Peggy says she finds time to write letters and telephone people in support of political candidates. One of her most memorable experiences was a visit with President and Mrs. Bush in Kennebunkport last year.

Ann Seremet of Andover calls herself a world traveler, having been to most countries throughout Europe and the Orient. She has been to Hawaii eight times and travels yearly to Atlantic City, New Jersey.

Ann, who retired as an inspector in 1978 after 26 years of AT&T service, is now planning her next trip to Australia.

Her traveling companion is **Helen Connolly** of Andover, who retired from AT&T as an inspector in 1983.

Both Ann and Helen also work as volunteers in the Pioneer store at MV each Wednesday.

Joe Farrell of Salem, NH, sells, buys and trades comic books and sports cards, continuing a hobby he has enjoyed for 20 years.

Joe retired in 1987 as an accounting department chief after 31 years of service. Presently, Joe spends two or three days a week preparing for shows where he sells and trades his books and cards.

Joe also does tax preparation work

and is planning to enter the VITA (Volunteer In Tax Assistance) program, helping to prepare tax returns for elderly citizens.

Joe and Amelia Lukaszka of San Juan Capistrano, California, are active in the Orange Life Member Club of the Port of DeAnza Pioneer Chapter in San Diego, CA, of which Joe is currently president. Joe also helps elderly citizens with completion of tax forms.

Amelia is involved in fund raising for homeless children, makes lap robes for elderly patients in rest homes and does considerable knitting of articles for the elderly and needy and neglected young children in California.

Joe retired in 1982 as an electronics technician, after 30 years of service; and Amelia retired as a processor the same year after 22 years.

Jack Buttolph of East Derry, NH, does a limited amount of farming on 100 acres of land he owns.

Jack retired as Assistant Superintendent of Engineering Standards at Merrimack Valley in 1966 and, at age 90, is the Pioneer chapter's oldest Life Member.

He blames his limited farming business on a constant breakdown of machinery and "old age which has caught up with me."

He must keep going, to some extent, he says, because taxes on his farm land have risen to nearly \$28,000 a year, compared to \$2,000 a year 11 years ago.

Bob Gablosky



Joe and Amelia, above, who spend their summer months each year at the home of a son in West Newbury, work each Tuesday at Merrimack Valley, making audio balls which are provided to blind children by the

Pioneer chapter. Joe also repairs defective audio balls at home, also on a volunteer basis.



Merrimack Valley Works People

TWO RECEIVE EXECUTIVE MBAs

Two Component business managers have completed an executive MBA program at Boston University.

Pam Jackson, Manager, Film Integrated Circuit Process Engineering, Development & Manufacturing, and **Bob Maurer**, Head, Hybrid IC Process Engineering & Development, graduated with honors from the 17-month program and were co-valedictorians of their class.

"We were basically with the same small group of students throughout the program," said Bob. "It was a good opportunity to build close bonds with people from a wide variety of backgrounds."

"It was hard work, but really rewarding," said Pam. "Working with people in industries so different from ours was a great experience, it was very interesting to get that viewpoint."

RETIREES

Years of Service

July

11 Concettina M. Giarrusso

August

35 James J. Howlett
22 Rene L. Thibault

September

11 Donald E. Estabrook

SERVICE ANNIVERSARIES

During the months of July and August the following employees celebrated service anniversaries of 25 or more years (in increments of five years)

JULY

Robert W. Cheek (25)
T. J. Ciacca (25)
Sylvia A. Esmel (25)
Charles R. Fairbrother (25)
Shirley A. Fultz (25)
Patricia M. Goutier (25)
Joseph E. Landry (25)
Patricia B. Miller (25)
Barbara L. Sargent (25)
Domenick A. Vicedomine (25)
Walter F. Dorr (30)
Edward W. Hoffman (30)
Joan W. Kasinskas (30)
Norman L. Major (30)
Jeannine L. Marchand (30)
Robert H. Miller (30)
Susanne P. Mitchell (30)
Jonathan W. Smith (30)
Theresa R. Staples (30)
Charles J. Espinola (35)
Lorraine M. Kozdras (35)
Bradley M. Roope (35)
Harry T. Stewart (35)
Robert A. White (35)
Matthew A. Johnson (40)

AUGUST

Rita P. LaPlante (25)
Arlene M. Osborne (25)
Robert C. Whyte (25)
Nancy A. Bolla (30)
Thomas G. Crocker (30)
Florence H. Gamble (30)
Thomas F. Hudson (30)
Theresa M. LeBlanc (30)
Ruth M. Rogers (30)

Alice R. Twomey (30)
Millard M. Williams (30)
Shirley J. Woodbury (30)
Melvin J. Clevesy (35)
George D. Forte (35)
Joseph R. Francoeur (35)
Gerald A. Lovett (35)
Vahan W. Menasian (35)
Arlene M. Ruzicka (35)

SEPTEMBER

David L. Balentine (25)
Daniel E. Bannister (25)
Richard A. Davis (25)
Gerald R. Dion (25)
John E. Evans (25)
Jacqueline P. Gudinas (25)
Andrew Harris (25)
Richard J. Kolenda (25)
Marilyn C. Wagner (25)
Jean Arnold (30)
Pauline E. Boeglin (30)
Dorothy P. Boragine (30)
Alan J. Conte (30)
Joan G. Dunn (30)
Daniel B. Greeley (30)
Bernice I. Kaiser (30)
Roy J. McKinney (30)
Richard A. Mitchell (30)
Kathleen M. Monahan (30)
Richard K. Tracy (30)
Paul D. Gilboard (35)
Lawrence J. Marocco (35)

OOPS!!! Somehow, in the hustle and bustle of putting the *Valley Voice* together, the following anniversaries were omitted from previous issues.

FEBRUARY

Millie Gattinella (35)

MARCH

Richard Daly (35)



Jackson



Maurer



Green



Landry



Cunha



Turner



Gilmartin



Pouliot



Osborne



Haas



Stiebitz

TWO BELL LABS INVENTORS HONORED FOR PATENT

Two local inventors, **John Green**, supervisor, Diversified Transmission Product Development Department, Merrimack Valley, and **Joseph Landry**, DMTS, Transmission Terminals Division, Ward Hill were among those honored at the first AT&T patent award dinner.

Joe and John are co-inventors of a "signaling storage" capability used on digital channel banks to prevent disconnection of calls due to the momentary loss or interruption of the signal caused by things like lightning strikes. This patented information was developed in the mid 70s for D4 systems, but is now used on many different products.

"Signaling storage is part of the Bellcore standards which increases its commercial value," says John. "Other manufacturers must pay to use it to meet those standards."

The dinner was part of a larger program that recognizes inventors for their technical work and for contributions that "expand the value, diversity and commercial success of AT&T's intellectual property." In total, 23 BL scientists who hold some of the most commercially significant, active patents to AT&T were honored.

"You really don't even think of a patent when you're doing your work," says Joe. "It's just part of the job. That's what we do at Bell Labs — think up new things!"

PROMOTIONS

The following appointments and promotions were effective during the month of July, 1991:

Fran Rougeux was appointed member of the technical staff in the FT-2000/SL Engineering and Project Management group.

Ana Cunha was appointed member of the technical staff in the DDM-2000 Test Engineering Quality and Reliability group.

Bud Turner was appointed member of the technical staff in Lightwave Optical Units Test Engineering.

Joseph Gilmartin was promoted from senior technical associate to MTS-I in the Customer Technical Support group.

Charles Pouliot was promoted from senior technical associate to MTS-I in Lightwave Optical Units Test Engineering.

Joseph Osborne was promoted from senior technical associate to MTS-I in IACS Customer Support group.

The following appointments and promotions were effective during the month of August, 1991:

Deborah Starenas was appointed member of the technical staff in the International & New Domestic Markets Technical Support group.

Timothy Haas was appointed member of the technical staff in the DACS II Customer Technical Support group.

Michael Stiebitz was promoted from senior technical associate to MTS-I in Network Systems Components Marketing Management.

IN MEMORIAM

Albert M. Langlois, retired machine setter, August 20, 1991

Nancy P. Smith, retired inspector, June 13, 1991

Gertrude A. Phillips, retired inspector, July 21, 1991

Harold S. Spencer, retired machinist, May 14, 1991

MV production associates become 'field experts'

Travel to Columbus Works just part of a day's work

There's is new attitude these days in the MV storeroom, and it's beginning to spread. What changed complaints about the storeroom systems and operations into terms of endearment?

A chance to help their peers in Columbus use a similar system. And as they helped others learn the complicated computerized storeroom systems, they discovered just how much they already knew — and then learned even more.

Dick Curtis, stores and receiving manager, first received a call for help from his counterpart in Columbus. They are using similar systems and were having trouble. MV Engineer Ted Dawson went out to assess the problems. Ted immediately reported back to Dick that on-the-job training by experts to supplement the classroom training was the missing ingredient — the Columbus associates were formally trained yet were not comfortable with the many subtleties of the job.

"Some things are just difficult to learn in class," remarked Linda Carnes, adding how differently she now views the smoothly running MV storeroom. "We were there to help them whenever they had questions, which at the beginning is all the time." Linda was one of four first and two second shift employees who were the first called to Columbus as onsite experts.

Nelson Lavallee, who had not travelled for more years than he



cared to remember, enjoyed the entire experience. "We were there during the Ohio State Fair, and our new coworkers in Columbus took us for the day. You can't believe how big that fair is!"

In between new travel experiences and meeting new people, the group agrees that the best part of the project is the new confidence and interest they brought back to their own jobs at Merrimack Valley.

"There is nothing like helping someone else struggle through something you have already mastered to make you feel good about yourself," concludes this happy storeroom team.

Part of the MV/Columbus storeroom project includes, left to right, Dick Mitchell, Linda Carnes, Marie Melanson and Nelson Lavallee.

Second shift workers Tom Arnold and Bob Roberts also reported to Columbus with the first group, and Lynda Colby and Gail Chamberlain from the first shift got a chance to be part of this busy team with the second group.

Be gentle with Mother Nature

Merrimack Valley deals with changing focus on environment and increasing health and safety regulations

When Merrimack Valley opened its doors in 1956, there were few health standards in existence, and saving the environment was not yet at the top of everyone's list.

AT&T's concern for the safety of its employees was firmly established, thanks to the industry-leading AT&T standard for personal protective equipment developed way back in the 1920s. This standard was applied to Merrimack Valley when the plant opened its doors.

The fire brigade was established in the '60s, and the formal ERT (Emergency Response Team) came along later, in 1974.

With the establishment by the federal government of the Occupational Safety and Health Administration (OSHA) in 1970, the number of health and safety regulations increased exponentially.

The industrial hygiene monitoring program began here in 1974, and many programs such as hearing conservation, respiratory protection and lead monitoring went into effect.

In the 1980s regulations expanded even more. Merrimack Valley established programs to comply with regulations controlling hazard communication, asbestos, toxic substances, and the Superfund Amendments & Reauthorization Act (SARA).

The Environmental & Safety Engineering organization at Merrimack Valley continues to support and develop new programs to comply with the ongoing expansion of health, safety and environmental standards.

Much has changed over these thirty-five years, with the exception of Merrimack Valley's continuous efforts to remain a leader in the field of health and safety for its employees.

Following the changing treatment of industrial wastewater and sanitary wastewater through the years is like following a detective on a path of discovery. Every new idea opens a flood of activity.

In 1956 when Merrimack Valley opened, treatment of industrial wastewater (left from the manufacturing process) amounted to two chores: metal bearing non-cyanide waste was equalized, neutralized and discharged; concentrated cyanide bearing waste was diluted and discharged.

Sanitary wastewater (from cafeterias, restrooms, etc.) received primary treatment with solids/liquid separation through clarification, and sludge treatment through digestion, dewatering and landfilling.

1969 was a banner year for Merrimack Valley. The largest water pollution abatement facility to be constructed by any industry in Massachusetts was dedicated at Merrimack Valley that year. At the time it was hailed as a major step in New England conservation efforts.

1972 saw the enactment of the Clean Water Act, requiring wastewater treatment and Federal permits.

Today's industrial and sanitary wastewater treatments read like a science textbook: Dilute and concentrated acid/alkali waste is equalized and pH adjusted. Cyanide waste is destroyed to yield carbon dioxide and nitrogen. Hexavalent chromium waste is reduced to the trivalent state. . . the list goes on and on.

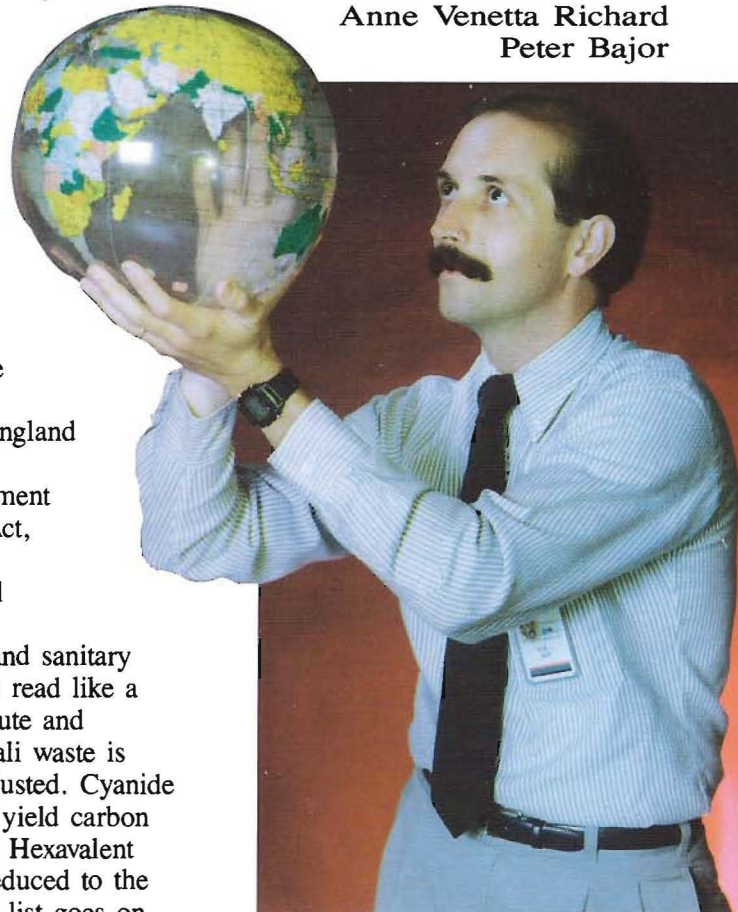
Solvent usage shows a dramatic and much talked about change over the years.

In 1956, cleaning technology dictated solvent usage, solvents were stored in underground tanks, and tank management practices and equipment failures created groundwater contamination.

The 1990s finds environmental protection dictating elimination of solvent usage, removal of underground storage tanks, groundwater remediation programs, goals for solvent usage phaseout and paper recycling programs.

Again, MV employees are working hard to make AT&T the industry leader in these important areas.

Anne Venetta Richard
Peter Bajor



For your information

TRAINERS HONORED

On Friday, August 30, the Components Business took a time-out to show their appreciation to the Merrimack Valley Quality Training group for doing an outstanding job.

The trainers are moving quality initiatives forward, focusing on customer needs by providing the courses desired with incredible flexibility in scheduling, and delivering courses with an inspiring level of enthusiasm.

John Henrickson, Transmission Systems Vice President — Components Business, joined the group in the Quality Architecture



training room to thank personally each trainer and to present them with certificates of recognition and a gift. Pictured, left to right, are Mike

Archambault, Nancy Hopper, Marge Crewe, John Henrickson, Mickey Bailey, Cindy Mattia, Dianne Maddox, and Bob Begin.



EMPLOYEES READY TO BE LEADERS

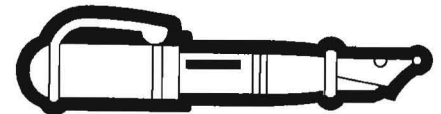
Nine MV employees know the challenges of leadership and are ready for new assignments. Graduates of the DSS (Development of Supervisory Skills) program, the group continues to enhance their skills with additional self assessment and personal leadership workshops.

The DSS program intent is to develop supervisors for filling openings as they occur. However,

this group of motivated MV employees are not waiting for new assignments but are using their new skills every day.

Feedback from participants ranged from increased productivity by getting more organized to changed attitudes towards fellow employees.

Shown are, front left to right, Lillian Hurn, Alica Compagnone, Richard Mazzaglia, Barbara MacGown, Jon Barone, Michael Jacques, Pio Frittitta and Lisa Scovotti. Missing was 2nd shift employee Carol Burgie.



LETTER CAMPAIGN STIRS MV PEOPLE TO ACTION

AT&T manufacturing received disappointing news in June when the Senate approved a bill that would permit Regional Bell Operating Companies (RBOCs) to begin manufacturing their own telecommunications equipment.

Employees at Merrimack Valley are making sure that their voices are heard before the House of Representatives votes on similar legislation.

Volunteers were on hand during the week in the cafeteria to help people write letters to their representatives, and write they did! Here Rose Young, a production associate in the Lightwave shop, gets some of the letters ready for mailing.

MERRIMACK VALLEY CONNECTS WITH NCR

Universal computing problems solved with leading edge product designed by MV group

One recent activity of the Customer Computing Solutions department at Merrimack Valley (part of the Transmission Diversified Products sub-business unit) was a ribbon cutting ceremony in July. The new software demonstration center, oriented towards the "view" of customers championed by Pete Fenner, is now open in the BL building. But the ribbon cutting for this new room is only part of the story of this busy customer-focused team.

The group is responsible for software support of various networking projects at MV, Boston, and now Whippany and Holmdel, New Jersey, locations. Consistent customer problems with existing network backup and restore functions led the group to design a product called the NetVault™ Network Backup and Restore Utilities. This



product now leads the competition and is, as the expression goes, "in popular demand."

Since the group is a Transmission products group and the product they developed is a software product, it cannot be sold through normal channels. But this group is no stranger to challenges. They recently signed royalty agreements with NCR, the newest AT&T family member, to include NetVault within the NCR System Manager product

family. According to Kristen Kassas, marketing manager for the group, sales dollars earned from the sales of the new product will be credited to Merrimack Valley and will reduce the cost of computing for MV customers and add profitability to the TBU bottom line.

All in a day's work at the Customer Computing Solutions department, now complete with a room with a view. The room is located in the Bell Labs building, 1N44.

SEPTEMBER IS NATIONAL HISPANIC HERITAGE MONTH

Festivities for a month long celebration of Hispanic culture got off to a quick start with a noon hour Caribbean folkloric group.

Films, ethnic food, speakers, and an end-of-the-month arts and crafts fair rounded out the activities.

Dr. Paul Garber, Consul of Chile posted in Boston, spoke to a noon hour audience about Chile's varied geography, political and economic situations, and opportunities for the

future. As Consul of Chile, Dr. Garber helps citizens of Chile living and visiting in the New England states deal with the bureaucratic intricacies of both countries.

Another of the special activities was Mexican folkloric music by Mariachi Guadalajara, shown below.





. . . where it
all began —

Haverhill shops



Lawrence shops



. . . some early manufacturing scenes



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