

Embry-Riddle Aeronautical University

U.S. Air Force Academy

Florida Institute of Technology

George Washington University

University of Rochester

Worcester Polytechnic Institute

Bradley University

A smiling woman with short dark hair, wearing a bright yellow blazer over a black and white striped top, is leaning on a dark wooden desk. She has her chin resting on her hand and is looking towards the camera. On the desk in front of her are several papers and a magazine. To her left is a tall wooden signpost with several directional signs pointing to various universities. The background is a solid, warm-toned wall.

# ValleyVoice

April/May 1993



April/May 1993  
**Valley Voice**

A publication for active and retired AT&T Network Systems Transmission Systems Business Unit, AT&T Bell Laboratories and AT&T ME-AIM employees at Merrimack Valley  
1600 Osgood Street  
North Andover, MA 01845

TSBU and ME-AIM —  
ISO9001 certified

TSBU — Winner, 1992 Malcolm Baldrige National Quality Award  
MVW — Winner, 1992 Feigenbaum Massachusetts Quality Award

J. F. McKinnon  
Transmission Systems  
Vice President

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Photography:  
Roger Culliford, x2597



### on the cover — Daughter of Merrimack Valley couple wins one of first AT&T academic scholarships

Vinny and Eileen Braglia beam when they talk about their daughter, Caroline. After just a few minutes with them all, it's easy to see why.

Caroline is a winner of one of the new AT&T Academic Awards. She is eligible to receive up to \$10,000 a year for each of her four college years. "Eileen and I can relax and look forward to retirement sooner now, thanks to this great scholarship," says Vinny, a 36-year Merrimack Valley employee and tool analyst in the Mechanical Engineering Lab. Eileen works as a final inspector in the DACS system test area, with 28 years of AT&T service.

Caroline has an enviable stack of acceptance letters, and she visited a

lot of schools before deciding on the Florida Institute of Technology. A session last year at the Space Academy in Huntsville, Alabama, helped Caroline decide that aeronautics definitely is her field of choice, and the Florida college has a promising internship program at the nearby Kennedy Space Center. She will enter as a physics and space science major.

Caroline also was a finalist for the Bradley University (Illinois) scholarship, established in memory of James C. Olson, former AT&T CEO.

Right now Caroline is busy playing softball and getting ready for graduation at Our Lady of Nazareth Academy in Wakefield. And, yes, she is a big fan of the new Star Trek!

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The *Valley Voice* is published for people like Lourdes Avellan, an inspector in the cable shop. Lourdes walks each spring for the Merrimack Valley team in the March of Dimes Walkathon.

## Getting to know you — MV employees get close to top executives

### AT&T BOSTON FAMILY NIGHT HUGE SUCCESS

**M**ore than 2,000 AT&T New England based employees and members of their families took advantage of a special invitation to meet Bob Allen and other celebrities on the eve of the AT&T annual meeting in Boston.

Bob mingled with visitors for an hour in the large exhibit halls before the formal program began. He accepted a green Merrimack Valley Baldrige jacket from MV production associate Cheryl Muise just before going to the podium. MV leader Jack McKinnon introduced Bob and served as host for the evening.

A short video giving a futuristic glimpse of personal communications in the coming new century gave the audience an idea of what to look for



in the years ahead.

Many of the younger set came prepared with baseballs, shirts, photos, etc., to take advantage of the sports celebrities on hand for autographs. John Havlicek, Nancy

Kerrigan and Jim Rice each attracted many admirers.

Among the many informational exhibits were Merrimack Valley's own HISPA chapter and the Telephone Pioneers.



Sarah Gearlds and Bill Marx on the AIM Line.

**W**hen Sarah Gearlds came to her job on the AIM line on March 18, she was expecting a usual day. She is a computer test operator, and she's worked at AT&T for twenty years.

But March 18 turned out to be a very unusual day. It happened that Bill Marx, President of Network Systems, was in North Andover for two reasons that day. One was to hand out certificates to suppliers being recognized at the seventh annual Merrimack Valley Supplier Excellence Award ceremony. The other reason he was here was to have his picture taken by *Fortune* magazine for an upcoming article on AT&T and its top leaders.

Bill wanted his picture taken at a factory location. And Sarah happened to be spotted by the photographers as they walked through the plant early that day to

find just the right place to take Bill's picture.

"It's a good thing I had very little advance notice," says Sarah. "I was really excited about the whole idea. We were told to chat with each other so the picture would look natural."

What do you say to the president of your company?

"I welcomed him to this AT&T plant and told him it was an honor to meet him. He made me feel very comfortable, and he was so easy to talk to," says Sarah. "We talked about business, about families, education — it seemed like the communication was there. He told me how he starts his days. I think he is doing a great job, he really cares about the business."

Sarah looks forward to seeing her picture with Bill in the magazine. The *Fortune* staff works well in advance, so we all have to wait for a few issues.

# Employee Suggestion Program

## February 1993 Facts

Total dollar amount paid out:

\$17,194.46

Largest award:

\$2755 (shared by 2)

Smallest award:

\$25

Suggestions submitted:

114

Participants:

141

Team suggestions:

24

Largest team award:

\$2755 (shared by 2)

Smallest team award:

\$50 (shared by 2)

Team sizes:

2 (21)

3 (3)



**John Zappala**, second shift test set repair person, was the top award winner in March. In the past, when the connector ends of wired equipment test fixtures were damaged, the connector and an attached PWB were replaced. John found a way to remove the connector from the PWB so that only the connector had to be replaced. His idea became a big cost reduction in replacement parts and earned him a \$1957.77 award.

## March 1993 Facts

Total dollar amount paid out:

\$19,430.55

Largest award:

\$1957.77

Smallest award:

\$16.67

Suggestions submitted:

148

Participants:

197

Team suggestions:

32

Largest team award:

\$150 (shared by 2)

Smallest team award:

\$50 (shared by 3)

Team sizes:

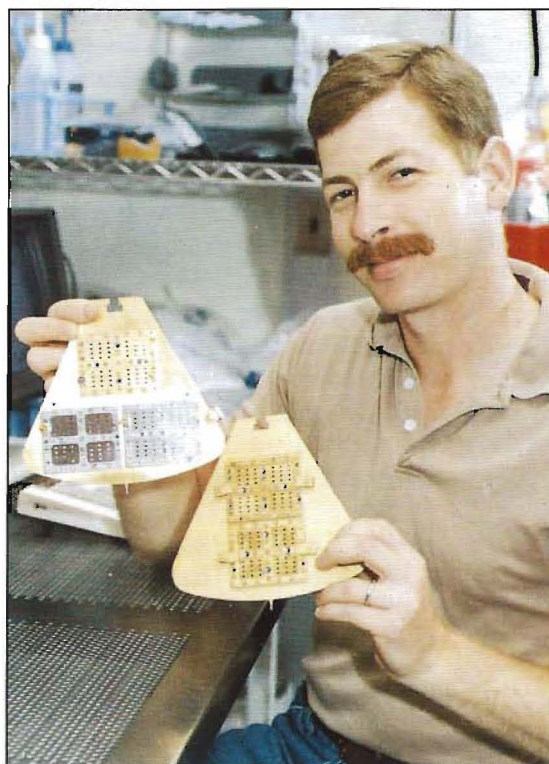
2 (27)

3 (2)

4 (1)

8 (1)

9 (1)



**Peter Beauregard's** suggestion turned into a \$1120.50 award for him in March. Peter works second shift in the Mini-Oscillator shop in metalization base plating. He suggested increasing the number of parts in each metalization run by modifying the existing fixturing. His idea increased throughput by 50 percent and made the operation much more cost effective.

## HANDS ACROSS THE SEA...

*Mirga Girnius  
DACS VI-2000 Project Manager*

The first DACS VI-2000 system shipped from Merrimack Valley on April 6. This major achievement was celebrated by teams throughout AT&T, including production associates, engineers, and material management personnel of the DACS factory, system test designers from Denver, and production associates and engineers of the NPIC (New Product Introduction Center) shop.

DACS VI-2000 was designed jointly by designers from Huizen in The Netherlands and Denver with an eye on the European market. According to Craig Catton, production associate in the panel shop, "It's good that we're trying to break into the European market. And this design is truly European. All measurements are metric. And the equipment is modular. It ships in pieces, giving customers flexibility when they fit it all together."

The Denver-Huizen design team brought to the factory a new vision of doing business. Even the language was changed! DACS VI-2000 bays are called "racks," while panels are called "sub-racks." According to Mike Quinlan, who leads the physical design team, "We were under significant pressure to reduce the interval from design to first ship. And we were coming in with new processes, different ways of doing things. We had to communicate well and come together as a team. We did. And we met our goal."

Market demand for DACS VI-2000 is steadily increasing from all parts of the world. Based on the current projections, customers for 1993 will include AOTC (Australia), AT&T-IOD, Italtel (Italy), Hondutel

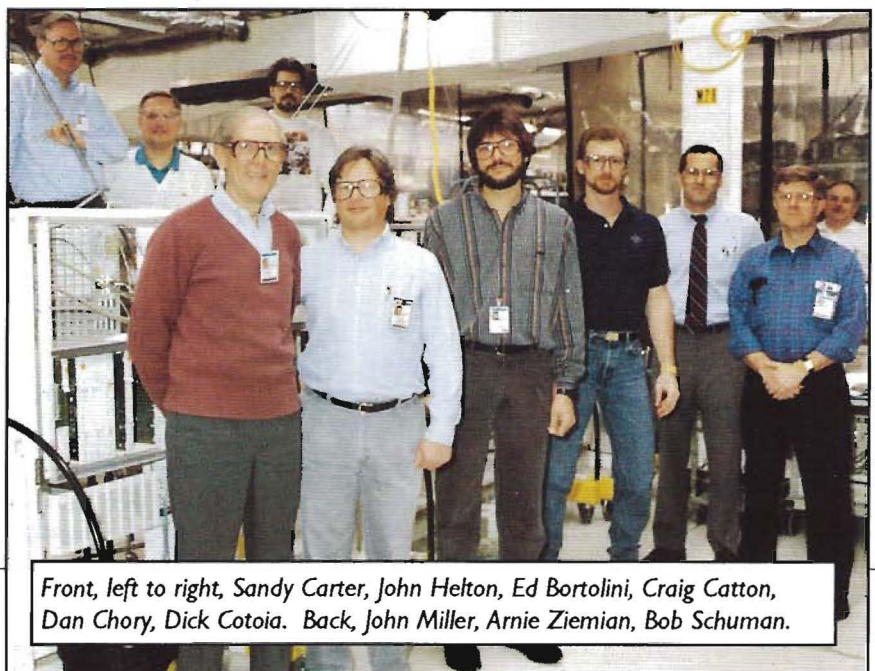
(Honduras), PTT Telecom (The Netherlands), Telefonica (Spain), and the Peoples Republic of China.

Locally, product engineers include Dan Chory, John Miller, Dick Cotoia, Joe Sylvester, and Ken Deming, system test engineers include Sandy Carter and Mark Dorros, and the sub-rack test engineer is Janet Charest. In-circuit testing is spearheaded by Bill

Dangora. Master scheduling is done in Tom Hudson's section. Joe Roldan is the standards engineer. Dan Chory summarizes the drive behind the whole DACS VI-2000 team when he says, "We hope this product will broaden AT&T's global market and support our goal of becoming a world class manufacturer of telecommunications equipment."



*Celebrating the shipment of the first DACS VI-2000 system are, front, left to right, Tom Hudson, Gerry DesRoches, Janet Charest, Mark Dorros, Tish Graves, Tom DeRoche, John Lemieux, Mirga Girnius, Bob Packard. Back, Ken Deming, Nick Nicosia, Andy Abrahamson.*



*Front, left to right, Sandy Carter, John Helton, Ed Bortolini, Craig Catton, Dan Chory, Dick Cotoia. Back, John Miller, Arnie Ziemian, Bob Schuman.*

## NATIONAL APPLICATIONS SEMINAR FEATURES MERRIMACK VALLEY PRODUCTS



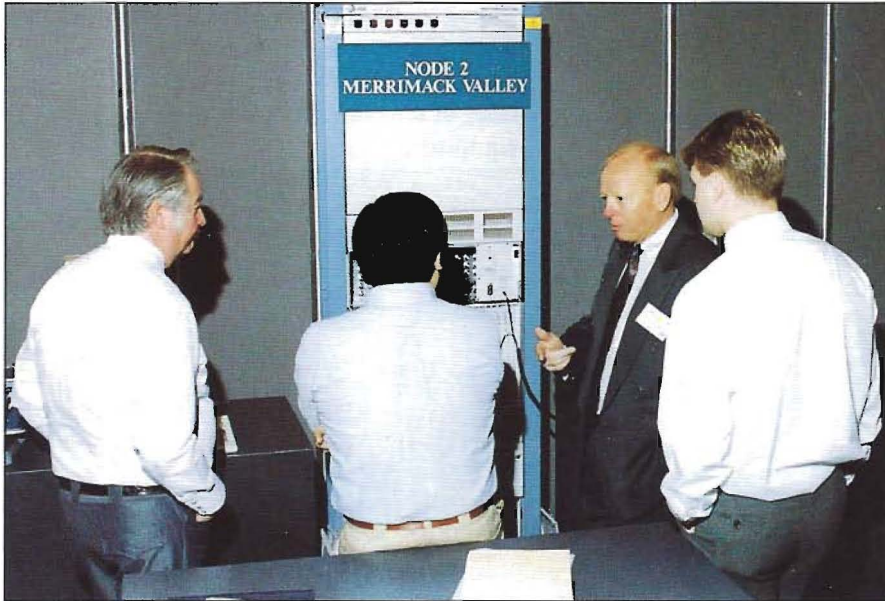
The annual National Applications Seminar, held this year in Atlanta, is a training program for AT&T Network Systems Sales teams. About 600 account team members (salespeople and technical

Transmission Communications Management organization. An exhibit room featured live displays of DDM-2000, FT-2000, and SLC(R)-2000 equipment. In addition, information booths about

brought their customers in for a special visit!

Many of the product managers, market managers and systems engineers who served as module presenters, display hosts and session moderators were from Merrimack Valley. According to Rich Maltzman, Manager, Transmission Communications, "It's important for the National Applications Seminar to be successful because that's what 'powers up' our sales teams for the coming year. If the feedback is any indication, they're ready for another great year!"

Speaking of feedback, Merrimack Valley received lots of compliments from the account team members at the seminar. Comments ranged from the response to the hurricane disaster, "Couldn't have done it without Merrimack Valley," to mentions of good progress in service improvements for 1992. "Break-



consultants) attended the three-day sessions.

The products made at Merrimack Valley are sold by these account teams as parts of "solutions" to a customer's telecommunications problems. The entire solution involves products and services from many AT&T locations, so the account teams must be knowledgeable about all of AT&T's products in order to design one customer's total solution.

Products from Merrimack Valley were featured at the seminar, which was hosted by the Valley's own

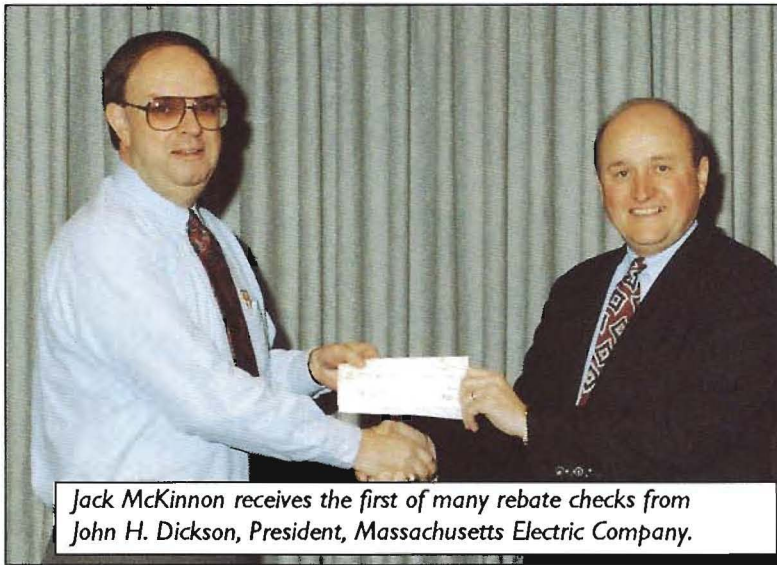
topics from Product Training to Salesware to DACS Customer Services were popular spots during breaks and other free times. The BellSouth account team even

through service improvements are essential in 1993 to keep competitive edge," was one account team's feedback.

"The sales teams recognize and point out Merrimack Valley quality as a sales advantage," adds Rich.



## ENERGY CONSERVATION PAYS BIG DIVIDENDS



Jack McKinnon receives the first of many rebate checks from John H. Dickson, President, Massachusetts Electric Company.

looking for opportunities to offer projects to the building owners. Then, the utility pays a substantial amount of the cost of improvements back to the building owners in the form of rebates.

Within this scenario, Merrimack Valley can upgrade its lighting, air conditioning and refrigeration systems, and part of the cost is borne by Mass. Electric. In addition, we will continue to enjoy reduced electric bills in the future, possibly several hundred thousand dollars a year.

The new lighting fixtures installed in the office building and now in the factory are all part of the Demand-Side Management program, and under the direction of MV Factory Engineering. Renovations of air conditioning equipment and controls are more complex and are customized to each customer's building.

Don Ficken, Ajit Patel, and new employee Dave Gaudet of the Environmental Engineering department are working on these projects, with an expected Mass. Electric rebate of \$1.6 million. Additional projects proposed to Mass. Electric, if agreed upon, will result in additional rebates of \$1.9 million.

**D**o you remember when electrical utilities encouraged customers to buy more appliances and use more electricity? Something like telephone companies encouraging you to buy more telephones so you can make more calls.

Times have changed. Telephone companies still want you to make more calls (which ultimately lead to more equipment sales for Merrimack Valley!). But today Mass. Electric encourages, and actually pays, its customers to use less electricity.

Why?

It's called Demand-Side Management. After the enormous costs of Seabrook were tallied, utilities determined they could justify paying part of the cost of reducing the "demand" side of the supply/demand equation. The megawatts of avoided usage are far less expensive for them to "buy" than the cost of building more megawatts of "supply." In fact, the cost comparison is so favorable that the utility sends engineers to research buildings,

## Earth Day program attracts attention of employees

**M**embers of the Environmental, Health & Safety department, along with the Employee Resource Center, presented an informative and entertaining Earth Day program which included a fair in the cafeteria, a visit by the Mass. Electric Energy Van, and two speakers on environmental issues.

*Environmental Engineer Anne Reynolds shows just one of the many newer items the department is collecting for recycling in their growing program.*



The annual Customer Service BEST award will be presented to employees who consistently strive for excellence and total customer satisfaction. This award recognizes those who help us in providing the highest level of service possible by reaching beyond established boundaries, fostering the team spirit, and continually seeking new horizons.

Alba, N.A.  
Aldrich, P.J.  
Alexandre, J.Y.  
Alvarez, J.L.  
Anitia, P.R.  
Avelar, M.  
Avila, I.C.  
Balcius, L.R.  
Barbosa, M.  
Bean, M.A.  
Beatty, W.C.  
Beauregard, A.J.  
Bell, C.J.  
Belleville, M.A.  
Bencivenga, A.T.

Bencivenga, J.M.  
Bergeron, C.A.  
Bergeron, F.A.  
Blomquist, C.A.  
Boisselle, C.A.  
Boucher, S.J.  
Bowman, M.P.  
Boyer, R.A.  
Burgos, M.I.  
Burke, B.M.  
Calvi, M.F.  
Carifio, B.D.  
Carnes, V.A.  
Carney, J.E.  
Cartier, C.A.

Castine, T.A.  
Cotton, K.L.  
Channell, L.R.  
Chase, R.D.  
Chirichiello, M.E.  
Clark, C.J.  
Collins, E.J.  
Collins, J.T.  
Collins, M.E.  
Concepcion, Rogelio, A.  
Cruz, M.E.  
Curtin, D.R.  
Dalesio, G.C.  
Daniels, J.M.  
Dauteuil, A.C.

David, G.A., Jr.  
Deluca, D.P.  
Demers, E.L.  
Demers, S.L.  
Deparis, E.C.  
Deren, B.B.  
Dibenedetto, F.J.  
Dichard, S.G.  
Dickinson, E.H.  
Downs, C.H.  
Dubois, R.J.  
Dunning, M.P.  
Eaton, J.M.  
Fisher, P.W.  
Fortier, S.B.

## Merrimack Valley Installer Cable Shop wins 1992 Customer Service BEST Award

Frazier, I.M.  
Frias, I.L.  
Frometa, C.E.  
Frometa, F.A.  
Gabriel, L.  
Gates, L.J.  
Gauthier, A.C.  
Gauthier, P.C.  
Gauthier, R., Jr.  
Gilbert, L.R.  
Girard, J.I.  
Godin, A.B.  
Marshall, P.B.  
Marston, J.R.  
Martinage, J.D.  
Martinez, R.  
Mazur, H.Z.  
McAdam, S.F.  
McCarthy, S.K.  
Mejia, A.A.  
Mejia, E.  
Melendez, E.  
Melendez, O.I.  
Mitchell, M.J.

According to Barry Litner, a good piece of the cable shop business is filling short interval requests through the customer service organization. And a lot of requests come through the 24-hour Merrimack Valley emergency hotline. Merrimack Valley cables go directly to our own and also Bell Operating Company installers.

On April 14, Barry had the honor of representing the cable shops as they received the 1992 Customer Service BEST Award at the March Jack McKinnon Results meeting. Eleven groups/individuals were nominated for this award. Barry's cable shops received the highest score. A banner proclaiming the award is hanging in the building 37 shop and will rotate to each shop location. The group also gets the honor of being the first name on an engraved plaque presented to the Customer Conference Center for permanent display.

"One hundred eighty people contributed to the effort for this award," says Barry. "We are very proud."

Certificates of Recognition went to the DACS team, the Software team, and the Transportation team for their commitment to excellence.

Cheryl Cooney of the Customer Service organization says the new award is the result of a Quality Improvement Team effort to develop a process for recognizing those who demonstrate flexibility, consistency and leadership in helping achieve customer satisfaction.

"Customer Service employees each may nominate candidates based on their own personal experience. All nominees are then rated against criteria established by the QI team," says Cheryl.

"The people in the Merrimack Valley Cable Shops demonstrate the ideal partnership between Customer Service and the factories," adds Cheryl. "It was a thrilling experience to be part of a team formed to recognize excellence in our own environment."

Gogas, J.E.  
Gonzalez, C.A.  
Gordon, D.B.  
Gosselin, R.D.  
Grant, L.R.  
Gudinas, D.S.  
Hairston, L.W.  
Hanides, J.S.  
Hendrickson, G.L.  
Hepworth, E.T.  
Hernandez, V.A.  
Hoza, J.J.  
Hunt, C.J.  
Jacques, M.A.  
Jimenez, E.  
Johnson, F.  
Johnson, H.C.  
Jordan, C.L.  
Kakavitsas, K.  
Kelley, L.I.  
Kevorkian, R.H.  
Kneeland, D.J.  
Kraus, J.M.  
Krikorian, M.P.  
Labbe, G.T.  
Laboy, N.R.  
Lacroix, L.P.  
Laporte, W.J.  
Lavallee, N.F.  
Lavoie, D.L.  
Leotta, M.B.  
Litner, B.P.  
Loayza, V.E.  
Lynch, D.J.  
Lynch, E.M.  
Magnusson, L.H.  
Maldonado, E.J.  
Malonéy, C.M.  
Mancini, B.A.  
Mancini, J.  
Maribito, R.A.  
Moeckel, P.M.  
Moffitt, D.R.  
Morin, W.J.  
Mooers, M.S.  
Mora, N.  
Morin, L.H.  
Motta, L.P.  
Murphy, M.A.  
Norling, J.A.  
O'Donnell, E.H.  
Ortega, M.N.  
Otero, G.  
Ouellette, P.E.  
Owen, W.E.  
Papaskas, B.L.  
Paris, N.J.  
Park, C.K.  
Patel, A.R.  
Patel, U.S.  
Pelletier, L.  
Perrault, T.T.  
Perry, C.A.  
Peters, K.A.  
Peterson, R.K.  
Pienta, E.S.  
Pinette, R.L.  
Pita, A.  
Pixos, A.S.  
Plante, M.A.  
Quimby, K.E.  
Quinn, Ivy, J.  
Ramirez, V.M.  
Ramsey, M.F.  
Ricci, J.J.  
Rigaud, N.  
Rocha, G.A.  
Rocha, II, G.A.  
Rodriguez, M.D.  
Rogers, C.F.  
Rossetti, E.G.  
Rutledge, F.M.  
Salazar, Jose, D.  
Salvi, S.A.  
Samardelis, R.  
Sanchez, V.A.  
Saul, B.A.  
Sawyer, B.  
Shields, S.L.  
Siccone, R.F.  
Simpson, T.  
Skofield, B.L.  
Slamar, C.C.  
Smith, III, F.C.  
Sott, M.J.  
Souther, D.A.  
Staples, T.R.  
Tavaras, M.S.  
Taylor, J.M.  
Thompson, B.F.  
Thompson, J.J.  
Torres, W.D.  
Tucarella, M.M.  
Vezina, S.J.  
Waardenburg, R.W.  
Whalen, S.H.  
Williams, M.S.  
Wood, G.T.  
Young, K.R.  
Zmetrovich, A.M.



## Customer Service team listens to customer's needs

### Small changes go long way in satisfying customers

**T**he phone rings for Merrimack Valley's Customer Service. An RBOC customer needs to discuss a rush order, maybe add a few items to the order.

"Good morning, Customer Service," says Carolyn Bargoot in her most cheerful voice. The customer explains the situation in great detail, but Carolyn can only say, "I'm sorry, I'll have to transfer you to someone else who handles nonstock items, please hold."

So the customer is transferred, repeats the situation, and receives prompt attention.

Do you see something wrong with this scenario?

Members of MV's Customer Service organization certainly did. And they decided to do something about it.

"Customers shouldn't be concerned about whether their rush order is a 'stock' or 'nonstock' item at Merrimack Valley," says Carolyn. "And for a long time, that is how we operated. If a call came in to me for a stock item, that was great. But if the customer needed help on a nonstock item, I had to transfer them to another section. And if they needed both types of items, it really got exciting. Customers didn't like that, and neither did we."

"Adding to the problem is the fact that Merrimack Valley products built for stock used to be sent to

warehouses around the country, and they were handled by Carolyn's people. Those items now are being

the problem to accelerate," says Kathy. "And what seems like a simple thing to do actually required a tremendous effort and cooperative spirit from the MV people involved."

Carolyn and Kathy both supervise people who handle RBOC customers, our largest customer for stock items. They know their material and their customers so well they answer questions without a problem.

"We split up both sections so we now have people experienced in both stock and nonstock items in each group. We coordinated the customer list so that each person has their own customer. (It also worked out well that we had the same number of people as we have customers.) We moved desks and telephones so people with different expertise would be near each other, and they spent a lot of time on intensive training in both stock and nonstock items," adds Kathy.

"Now when my phone rings I know I will not have to transfer my customer," says Carolyn. "I may have to do some fast scrambling because I don't know all the answers yet, but we all are learning very fast. And our customers are happy."

"We're well on our way to offering a true single point of contact for all of our customers," adds JoAnn Simes, MV Customer Service manager.



*Clockwise, from top right, Kathy Deloge, Sandy Reardon, Pauline Boeglin, Sandy Keefe, Donna LeBlanc, Lynne Grady and Carolyn Bargoot celebrate helping their customers.*

returned to MV and added to the list of materials handled by my people," adds Kathy Deloge.

"What we saw happening was a trend that was going to have one section overloaded with work, while another section was losing their workload. We wanted to be proactive for the future and not wait for

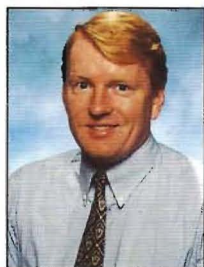
# Merrimack Valley People



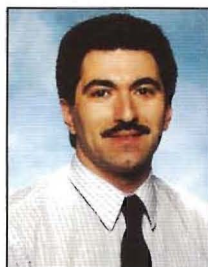
Kelly



Erb



Lindberg



Palmieri



Picard



Adams



Archambault



Benjamin

## SERVICE ANNIVERSARIES

The following employees celebrated service anniversaries of 25 or more years (in increments of five years).

### APRIL

Ronald J. Belfiore (25)  
Carmine F. DiFruscia (25)  
Kenneth L. Eisenberger (25)  
Ellis F. Gamble (25)  
Elaine M. Kirkpatrick (25)  
Irene W. Mordach (25)  
Ronald D. Peterson (25)  
Evonne E. Miles (30)  
John M. Thornton (30)  
Arthur W. Fairbrother (35)  
Bette S. Rallo (35)

### MAY

R. G. Arena (25)  
Donald F. Bateman (25)  
Brian R. Battjer (25)  
Dudley H. Farquhar (25)  
Ernest J. Goudreault (25)  
Barbara E. Jop (25)  
John J. Kenny (25)  
Roger P. Bonin (30)  
Theodore W. Lavallee (30)  
William D. Ravgiala (30)  
Sandra J. Nadeau (35)  
Robert P. Rousseau (35)  
K. E. Stiefel (40)

## RETIREES

Years of Service

### March

25 Claire O. Boisselle  
37 David M. Flanagan  
25 Elizabeth K. Lawrence  
25 Daniel B. Perrault  
37 Ronald B. Wilkinson

### April

23 Anne Q. Earnshaw  
13 Claire H. Guy  
13 Kun Chun Kwon  
10 Patricia R. Grow

### May

31 Preston Fee  
20 Robert A. Goudreault  
25 Irene W. Mordach  
20 Rita M. Sevigny

## GRADUATES

The following employees received college degrees in 1993:

### Doctorate Degree

**Jim Kelly** - Juris Doctorate Degree in Law, Suffolk University Law School

### Advanced Degrees

**Lynn Erb** - MS Business Administration, University of Massachusetts - Lowell

**John E. Lindberg** - MS Civil/Environmental Engineering, University of Vermont

**Anthony Palmieri** - MS Electrical Engineering, Boston University

**Leslie Picard** - MS Computer Integrated Manufacturing, Brigham Young University through AT&T's Summer On Campus Program

### Bachelors Degrees

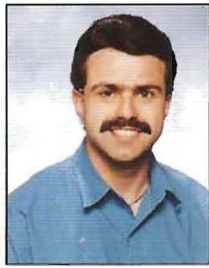
**Diane Adams** - Management, Franklin Pierce College

**Michael Archambault** - BS Business Administration, New Hampshire College

**Candie Benjamin** - BS Business Administration, New Hampshire College



**Boremi**



**Dumont**



**Green**



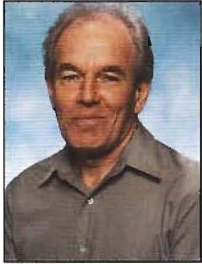
**Kinsella**



**Lorigan**



**Page**



**Rancourt**



**Romano**



**Kearns**



**Mitchell**



**German**



**Walters**

**Nancy Boremi** - BS Business Administration, New Hampshire College

**Alex Carr** - BS Electrical Engineering, Northeastern University

**Mike Dumont** - BS Electrical Engineering, Merrimack College

**Michael Green** - BS Information Systems, University of Massachusetts - Lowell

**Jeanne Henry** - BS Business Administration, New Hampshire College

**Jane Kinsella** - BS Business Administration, Merrimack College

**Peter Lorigan** - BS Accounting, Franklin Pierce College

**Warren Page** - BS Electrical Engineering, Merrimack College

**Ray Rancourt** - BS Electrical Engineering, Merrimack College. Ray's son Stephen is also graduating this spring with a BS in the same field from Villanova University.

**Debbie Romano** - BA Business Management, New England College

#### *Associates Degrees*

**Joanne Fogel** - Liberal Arts, Northern Essex Community College

**Stephanie Kearns** - Commercial Art, Northern Essex Community College

**Marlene Mitchell** - Computer & Information Science, Merrimack College

#### *Certificate*

**Pat German** - Certified Nursing Assistant, Whittier Votech, through the Alliance

### **ON THE MOVE**

Effective April 1, 1993 —

**Jay A. Walters**, Components Business Unit Director, AT&T-ME Power Systems, Dallas, Texas transferred to Merrimack Valley, becoming Director of Operations in the AIM SBU.

Effective March 4, 1993 —

**Pam Jackson**, Director, AIM Quality and Technology, became Director, Total Quality Management, Power Systems in Dallas, Texas.

**Larry Kinney**, Director of Operations, became Network Wireless Systems Product Center Engineering, Operations and Customer Relations Director at the Columbus Works.

**Doug Cokely**, Manager, MCM-Mainstream Products, became MicroInterconnect Manufacturing Business Unit Head at the Shreveport Works.



Gayle



Gladstein



Chase



Baldwin



Grillo



Foster

## 1992 EES INDUCTEES

Two engineers were inducted into MV's Engineering Excellence Society during National Engineers Week in February. Congratulations to the new members — **Christopher R. Gayle** and **Martin K. Gladstein**.

Topher Gayle is a Member of Technical Staff currently responsible for the introduction of new video products. Throughout his career at Merrimack Valley, Topher has worked with multiple organizations improving and suggesting improvements to product documentation, circuit pack manufacturing and FOCUS PRIME processes. He holds a Bachelor of Science Degree in Mechanical Engineering from Northeastern University. Topher is the son of Mr. and Mrs. Raymond Gayle of Anacortes, WA. He makes his home in Arlington, MA.

Marty Gladstein is responsible for software and test development for optical transmission systems for the Lightwave Strategic Business Unit. He is a Member of Technical Staff and he holds a Bachelor of Science degree in Electrical Engineering from the University of Connecticut - Storrs.

Through an AT&T Engineering and Science Fellowship, he earned his Master of Science in Electrical Engineering from the University of Lowell. Marty is the son of Dr. and Mrs. Philip Gladstein of West Hartford, CT. He and his wife Shelly live in Salem, NH with their two daughters Katie and Jackie.

Membership in the EES is granted each year by a peer review committee to a limited number of engineers who have made substantial contributions to their field during the previous year. The society, formed in 1969, currently has over 50 active members.

## APPOINTMENTS & PROMOTIONS

Effective January 1, 1993:

**Edmund L. Chase** was appointed to Distinguished Member of Technical Staff in Quality Assurance.

The following promotions and appointments were effective in March 1993:

### MTS-I to MTS

**Scott K. Baldwin**, New Product Engineering

**Richard V. Grillo**, Environmental Health & Safety Engineering

### STA to MTS-I

**Mark P. Stack**, DACS

### Level B Tester to STA

**Robert J. Foster**, IACS Customer Technical Support

## IN MEMORIAM

Veronica Dawkins, retiree,  
February 13, 1993

James A. Flynn, research &  
development engineer, April 1, 1993

Louise Howland, retired senior  
operator, December 19, 1992

Leslie W. Sampson, retiree, April  
18, 1993

Robert M. Segel, operator,  
February 21, 1993

# Merrimack Valley teams in action ...

## VISION team posts major defect reduction

*Cause: bent leads on network resistors during circuit pack assembly  
Before: 346 parts per million defective  
After: ZERO defects*

**M**errimack Valley's Vision Line uses 174 different value SIPs (Single Inline Packages) in their circuit pack assembly operations. The largest single component used is a network resistor purchased from the Bourns Networks, Inc., Utah location. Over 500,000 of the resistors come to MV each year.

Bernarda Bisono is team leader on a Quality Improvement Story team that targeted the defects associated with the component. Representatives from Bourns were invited to be team members, as were MV component engineers.

The traditional method of manufacturing resistors is to have flat leads on the ends. In fact, of the different SIPs used on the Vision Line, all 174 come with flat leads, no matter who manufactures them.

After Bernarda and her team members proved that rounded leads would reduce defects in assembly operations, they insisted, as customers, that the leads be changed. As suppliers, Bourns delivered what the customer wanted. Now the defect rate on this particular component is zero.

Last month, executives from Bourns were on hand as Merrimack Valley saluted 98 suppliers in the annual Supplier Excellence Award program. The Bourns leaders were so impressed by the work of Merrimack Valley's production associates

that they invited four of their own workers with them to see first hand the improvements to their important customer.

Bernarda says the Bourns production associates were thrilled to see their work in use, "something they don't get to see very often. We were able to show them exactly what happens to the components with flat leads, and how important overall quality is to our assembly operation."

The Bourns resistors are used on the Vision Line exactly as they come from the supplier, 250 to a tube. "If a tube contains an incorrect resistor value, our assembly machines insert it anyway," adds Bernarda. "It is very important to have 250 good resistors in each tube."

One done — 173 to go. This team appears to have started a revolution between flat and round leads.

## These folks just don't quit — Mechanical Lab & Tool Maintenance Center team on the job

**T**here seems to be no end to the ideas the folks from the Mechanical Lab & Tool Maintenance Center come up with in order to satisfy their customers.

First of all, the Center offers a no cost tooling service that puts their extensive experience to work for the customer — free of charge. Mechanical Lab staff work with product engineers and production people to gather data on a problem then research potential solutions. When they make a proposal to solve the

problem, the customer can approve, disapprove, or modify the proposal — with no investment at risk.

Ideas from this group have resulted in \$5.8 million in cost reductions in 1992 and several have involved CFC reductions.

Since this service began in 1990, new tools and/or processes have been developed for many happy customers. From a traming fixture designed and built for the laser department (which saved them \$25,000 in service contracts annually, reduced downtime and improved product quality) to new style cable forming boards (that can be joined to each other to meet any cable length needed,) they have satisfied customers all over MV, but they don't want to stop there.

The Mechanical Lab PQMI team is working on plans to form a network with all AT&T's mechanical departments throughout the U.S., Canada and Mexico. This network would allow each location to draw on the expertise of other locations, pass on information on problems they've solved, and allow maximum use of facilities and people.

The team's number one goal is customer satisfaction. They developed a customer satisfaction sheet which is given to each customer with a completed job. They now have a 92 percent customer satisfaction rate.

## Around the Valley

### MV Walkathon team waiting for final tally of dollars raised in annual spring event.

**T**he long standing annual rivalry (friendly, of course) between walkers representing AT&T-MV and those from Lawrence General Hospital continued during this year's walk.

According to MV chairwoman Dottie Hines, as this issue goes to press the two groups are just about even, with each team waiting for a few late returns.

MV's goal of 101 walkers and \$10,001 raised was met with some room to spare.

The collective Greater Lawrence teams raised over \$43,000 total, beating the Lowell teams again and coming very close to Boston, whose teams collected just over \$47,000.

The March of Dimes, of course, is the big winner in this annual spring ritual.



Walkathon committee members model sweatshirts given to all MV walkers. Rear, left to right, Mel Clevesy, Mary Rice, Ray Lynch, Barbara Arnold, Bobby Desando. Front, Martie McCrillis, Dottie Hines.

### Women's History Month — March 1993

**M**errimack Valley began its celebration of Women's History Month with Joyce Kulhawik, top right, speaking to a standing room only crowd in the auditorium. Joyce spoke of her career as a school teacher and the events that led to her current position as the Arts and Entertainment reporter for WBZ-TV4. Her talk was both informative and entertaining.

Other activities included two films, "A Woman's Place" and "New Attitudes Force Dramatic Changes," which were shown in the MV auditorium and the Andover Atrium. Employees from all three shifts were invited. Also, several

biographies and quotes of famous women were published in the weekly issues of *The Other Side of the Window* and on electronic news.

The special events for Women's History Month ended with a talk by Marcy Garriott, bottom right. Many remember Marcy from her short stay at the North Andover Bell Labs location during her career "in the fast lane." After just ten years with AT&T, Marcy is Vice President, Transmission Systems Latin America & Caribbean Customer Business Unit. Marcy spoke on her career as well as balancing work and family. Not every employee is willing to take on the personal risks and sacrifices necessary for a fast track career. But for those few adventurous souls who see themselves moving fast, she had lots to offer.



## 1993 Engineer's Week "Egg Drop" Results

National Engineer's Week was celebrated at Merrimack Valley during the week of February 16 - 19, 1993. One of the events of the week was an Egg Drop Contest. The problem was to design and construct an egg carrier which would allow an egg to be dropped approximately 50 feet and survive intact. The carriers which were successful in delivering their egg to the ground and unpacked intact were judged according to the carrier-to-egg weight ratio. The successful design with the lowest ratio was declared the winner.

Rank	Contestant	Ratio
<i>Winners of the Grand Prize Award</i>		
1	Ernie Deveres Joe Foley	0.1364
2	Chris Niven Doug Coy	0.1920
3	Kelly Eckbreth	0.2563
4	Stuart Manikas	0.3325
5	Gerry Costello	0.5060
6	Nelson Currin Joanna Christian	0.6896
<i>Winners of the Innovative Design Award</i>		
7	Bob Pearson Brian Birchall	0.7654
8	Tony Mauriello Gary Nadeau Bassam Zammar	0.9455
9	Ken Sheehan Joe Cherestal	0.9573
10	Allen Lesnikowski	1.2552
11	Burrell Lowery	1.5524
12	Susan Walker	1.9012
13	Mark Joncas Dick Mathieu	1.9310
<i>Winner of the Creative Design Award</i>		
14	Bill Steele	1.9644
15	Dick Paganelli	3.1990
16	Steve LeFoley Kevin Major Mike Thuotte	3.4643
17	Ricardo Kohn	3.7990

### The Over Easy Gang

Doug Hammer	Cracked
Harold Herzig	Crashed
Gail Richmond	Smashed
Glenn Coffin	
Chuck Sweirad	Exploded

## EES Fashion Show, 1993 style

Close to 300 people cheered on their favorite models and raised over \$4000 for this year's Engineering Excellence Society scholarship.

Each year the Society awards a grant to a student whose parent is a current or retired Merrimack Valley employee and who will graduate from high school during the current year and major in engineering or science at an accredited college. Last year's recipient, Robert Fryer, a Methuen High graduate now studying mechanical engineering at Lehigh University, was there with parents Jean and Jim Fyrer, a supervisor in Receiving.

Models included Lucia Amenta, Ana-Maria Barrio, Nancy Boremi, Alfreda Brewer, Thelma Brown, Gloria Caraballo, Patti Evans, Dolores Federico, Gilberte Frechette, Robin Gazelian, Sandi George, Sheree Grasso, Pat Howes, Karen Keisling, Karen Kemp, Chicky Kujat, Erika LaPlante, Zaida McFarlane.

Also, Lisa Mikols, Margaret Pascucci, Dawn Penney, Marlan Perrault, Chris Peik, Marjorie Proulx, Gloria Scott, Deborah St. Cyr, Beth Stevens, Myong Sullivan, Joanne Willett.

The men were represented by Mike Bass, Steve Belair, Scott Depanfilis, Joel Finochiaro, Paul Gadzik, Maurice Henderson, Jake Hoyle, Brian Major, Kevin Major, Bob Morton, Dave Noyes, Tony Olender, John Schaefer, Mark Sott and Joe Skiba.

Joe Massa and Ed Earnshaw were MCs; and Stu Guttoff, Gil Bristol, Phil Scarff and George Barringer provided background music.

**Engineering Excellence Society presents fifth annual Fashion Show fundraiser for scholarship fund. (story on pg. 15)**



1600 Osgood Street  
North Andover, MA 01845

**BULK RATE U.S.  
POSTAGE  
PAID  
Permit No. 24  
Lawrence, MA**



This publication is  
printed with soy inks on  
recycled paper.