

Valley Voice

August/September 1993



1943 — August 23, Western Electric opens factory in Haverhill. New England Labor Board approves wage schedule ranging from a minimum of 50-60 cents per hour in grade 10 up to \$1.10-1.35 per hour for employees in grade 1.

(continued on page 3)



August/September 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

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Robert E. Allen
Chairman of the Board

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September, 1993

To: The people of Merrimack Valley Works

Congratulations on the 50th anniversary of the Merrimack Valley Works! You're part of a long and proud tradition that goes back to the days of Western Electric.

Fifty years ago, supervisors from New Jersey began operations in the old Grad and Winchell buildings in Haverhill, teaching former shoe and textile workers the art of coil winding. The skill and versatility of these people played a large part in Western's 1956 decision to join the Haverhill and Lawrence locations to establish the Merrimack Valley Works. And today, it's AT&T's largest manufacturing facility.

My most memorable experience at the Valley was in 1991 when I worked on the Vision Line inserting components into printed wiring boards. The team spirit, enthusiasm and innovation I witnessed then was overwhelming. And winning the Malcolm Baldrige National Quality Award last year was external confirmation of the same thing I already knew: you are a world class team.

You celebrated in world class style when you won the Baldrige Award - and deservedly so. You also stood tall in the face of uncertainty and sadness when a downsizing was announced just eight months later. Jack McKinnon and his team's efforts to look at every alternative before considering force reductions was truly the Common Bond in action, and I commend Jack and his team for that.

I believe in the future of Merrimack Valley. And I believe in the Merrimack Valley Team.

The Valley Voice is published for people like Jack McKinnon, leader of today's Merrimack Valley location. Jack began his Bell System career in 1962 as a product engineer at Merrimack Valley after earning his Bachelor of Science degree from Merrimack College. In typical Bell System fashion, Jack rotated to several AT&T locations, and returned to his roots on April 1, 1990, as the eleventh leader of the manufacturing location. Jack is known for his lively all employee meetings and sincere interest in the stability of today's workforce.

Editor's note: Information for the following pages was gathered from Public Relation's newsletter file copies and also from borrowed newsletters considered "treasures" by Merrimack Valley's retirees. Events not recorded by previous editors are, unfortunately, lost to us all except in the memories of the more than 5,000 retirees and 5,500 active employees who still care about the happenings at the Valley. In an effort to capture some of those memories, the PR department is beginning work on a video history of the old Western Electric and new Merrimack Valley as told through the stories of its many people. If you would like to be part of this project, please contact Irene Dumas by phone, (508) 960-2377, or by writing to AT&T Public Relations, nb2220100, 1600 Osgood Street, North Andover, MA 01845.

1944 — Coils made in the Haverhill Shops are vital parts of package carrier and Spiral-4 equipment that serve to bring commands, general orders and tactical information to our fighting men and officers on battlefronts all over the world.



November 1944

Unmindful of the Communicator's cameraman, these young women continue their work at the Balancing Coil Bench.

November 18, Western Electric Company celebrates 75 years of communications service to the nation.

December 1-5, Haverhill workers work round the clock to fill rush coil order for a secret submarine signal corp. job.

December 16, Haverhill Shops 6th

War Bond effort closes with purchase of \$74,425 by employees.

1945 — Haverhill Shops "Communicator" urges workers to plant Victory Gardens.

1,776 workers eligible for two weeks vacation this summer, long motor trips out due to gas rationing.

14 Haverhill men associated with Telephone Pioneers of America. 21 years of service necessary for eligibility.

John J. Shaughnessy (father of today's MV guard force head, Lt. Richard Shaughnessy) elected president of the Haverhill Club.

Family groups covered under Blue Cross for \$1.25 a month.

August 14, Peace, VJ Day! Even before the surrender of Japan, WE and

the Haverhill plant undertook initial phases of reconversion to peacetime operations. VJ Day finds Haverhill ready to meet telephone shortages accumulated during war years.

December 1, Coaxial cable links Philadelphia and New York for Army-Navy game in a "preview of long



One of the busiest spots in the Plant is the Telephone Switchboard exchange on the first floor of the Grad building where more than 4000 calls per day are handled. Calls may be made through the switchboard 24 hours per day, 7 days per week. Five operators man the three station board. Shown on duty are Aline Hanley, Evelyn Curry, Margaret Harrigan, and Kathleen Flannery, Dept. 1938.

distance television by telephone cable." Haverhill adds over 300 types of coils to terminal and other transmission equipment. Shops getting rush orders for coils for TV transmission.

1946 — 7 Haverhill Shop women serve as volunteer Red Cross nurse's aides at Hale Hospital in addition to their regular jobs.

September 12, US Dept. of Labor cites Haverhill Shop for achieving 12 consecutive months without a lost time accident. Outdoor ceremony stopped traffic as employees filled the streets to listen to government representatives.

Nantucket Island linked to mainland by a new ultra-high frequency radio telephone system.

October, 5 millionth coil shipped. Coils for peacetime expansion break all production records. Plant fights a materials shortage.

October 16, AT&T stockholders vote to authorize employee stock plan.

1947 — 4 families at Norton Mills, Vermont, are the first in country to try out new "carrier" equipment. It is hoped that the system, when perfected, will prove more economical than stringing additional wires in serving new rural area customers.

January 26, 110 Haverhill Club members climb aboard Boston & Maine ski train for 2nd annual outing to North Conway.

1949 — Bell System outlines plans for television network expansion. Says demonstrations show coaxial cable and radio relay systems used for black and

Oct. '44



Arlene Morris keeps her eyes on the head pin as she bowls the first ball of the season in the women's bowling league. Mrs. Morris is Second Vice President of the Haverhill Club.

white capable of transmitting color. Company says it will be ready if demand for color television arises.

Haverhill begins new process of lacquer dipping of resistors. Process provides insulation from electric shock to field personnel.

1950 — January 1, Social Security taxes rise to a total of \$90 a year.

First color TV show — Atlantic City Hospital operating staff's on-camera surgery viewed in color by doctors attending American Medical Association convention. Coils wound on the tension machine on the 5th floor of the Hayes building used for transmission of pictures.

New England Telephone opens new long distance center at 185 Franklin Street, Boston. Haverhill employees attend Open House.

"Hello Charley" contest begins in Haverhill. Started in WE's Hawthorne, Chicago, plant in 1930, Haverhill becomes 8th location to hold contest to select a vacation queen whose face will appear on vacation stickers used to identify WE people everywhere during the vacation period.

June 14, 23-year-old record clerk Mary LeBlanc is Haverhill's first "Hello Charley" Girl.

63 new types of coils designed for new "N" carrier equipment. Preparations for manufacture of new designs required \$10,000 in new tools and \$5,000 of new machines and test sets.

Nov. '44

Paul Bouchard, punch press operator, first Haverhill Shops man to be called to active duty under new requirements. WWII veteran is in Air Force Active Reserve, is now stationed in Washington, D.C.

Haverhill gets rush orders for resistors and coils as nation prepares for Korean War.

Haverhill Shop employees join civil defense "Amateur Radio Emergency Corps."

1951 — Merrimack Valley Council, a subdivision of Thomas Sherwin Chapter of Telephone Pioneers of America, formed with 25 members in Haverhill Shops.

Teletype ordering system connects Haverhill, Kearny (New Jersey), and Hawthorne (Chicago) shops, saves paperwork and time.

Haverhill Shops engineering organization designs new punch and dies for "E" and "I" laminations, eliminates waste materials, saves critical steel needed for defense industries.

April 12, first social function of MV Council of TPA, dinner dance at Andover Country Club.

Marie Paquette named 1951 "Hello Charley" Girl. Marie is a bench hand on 3rd floor of Hayes building, 20 years old and oldest of 8 children. 12 WE locations now

have vacation queens.

April 16, Pfc. Benny Sirski, on military leave of absence from dept. 2914, killed in action in Korea.

November 13, Lawrence location opens, called "Garfield Shops." Wired units 1st job. One section chief, thirteen workers and one maintenance man first people on the job.

Polystyrene condensers used as filters in carrier equipment made at Garfield Shops.

1952 — Cable forming jobs set up at Garfield Shops.

Little League sweeping the country and comes to Haverhill with help of Haverhill and Garfield shops volunteers.

Claire Gosselin, clerk in Engineering of Manufacture files section in Grad building, Haverhill, is 1952 "Hello Charley" Girl.

July 27, Haverhill employee Wilmer Hayes dies of acute attack of polio.

Ferrites introduced to manufacturing process of Haverhill coils.

Office area at Lawrence (formerly called Garfield) shops placed in operation, includes EofM, purchasing, production service, accounting, first aid and employment.

1953 — Agnes Lauretta, a tester in the Large Toroidal Coil dept., and one of first employees hired at Haverhill, is first locally hired employee to complete 10 years of continuous service at the Haverhill Shops.

Haverhill telephone operator



Back from the war front, Sergeant Lionel Brunault heard the story of the battle of the home front from brother Roland Brunault (seated) and "Pop" Brunault, both of Dept. 1938-3. Frank Ross, Dept. 1938-2, who escorted the sergeant around the plant, listened in.

Marjorie Widdop celebrates 15 years of WE service. She is a direct descendant of Hannah Duston.

Kay Cash of the coil shops is named 1953 "Hello Charley" Girl.

November 2, groundbreaking



A group of Haverhill Club "Dudes" takes a leisurely Sunday afternoon ride through the hills of West Newbury. "Dudes" are Haverhill Shops riding enthusiasts who recently began their fall and winter season.

Dec. '44

ceremonies for Merrimack Valley Works plant at 1600 Osgood Street, North Andover.

1954 — Haverhill Shops first in WE to make use of transistor. Part of 149A amplifier.

Alice Dudash is named 1954 "Hello Charley" Girl.

July, Fred Mosdale first local employee to retire under pension plan.

1955 — Peak employment at Lawrence plant, more than 2,000.

Bell Labs research and development satellite located at Lawrence plant with 40 BTL engineers and 25 WE employees.

Sylvia DiPiro named 1955 "Hello Charley" Girl.

May, Ellen Dyer sets up secretarial office at new MVW North Andover building still under construction. First WE person occupying building.

1956 — MVW's new plant in North Andover occupied by 14 people from EofM factory engineering, planning and development group.

June 4, manufacturing operations begin when E-2 and E-3 repeater and P-carrier jobs transferred from Lawrence shop. "Printed Wiring" new process for P-1 carrier equipment.

Joan Roberts, Lawrence Shops, named 1956 "Hello Charley" Girl.

WE announces contributory group life insurance program.

Irene Cote is 5,000th employee hired for Haverhill-Lawrence Shops.

1957 — Fourteen 336A equalizers

made on a crash basis to provide color TV reception in Arizona, New Mexico and Texas in time for the Tournament of Roses parade January 1, 1958.

MVW installs Emergency Reporting Telephone system, first industrial

installation in New England.

April 17, Mary Marcoux of the E-type Repeaters Dept. first person to receive maximum Employee Suggestion Award of \$1,000.

Trial begins in Chicago and Detroit of public air-ground telephone service. Essential G2 Control Terminal built at MVW.

May 15, Local 1365 receives charter from CWA.

Elizabeth Wood named 1957 "Hello Charley" Girl.

MVW institutes tuition refund plan to help employees prepare for positions of greater responsibility.

1958 — MVW 1st WE location to install new "Teleticker," a new teletype machine that "delivers" airline tickets.

May 14, MVW Lawrence location commended

for its performance under the Signal Corps Reduced Inspection Quality Assurance Plan for Capacitors.

May, Rachel Goudreault, E of M secretary, named 1958 "Hello Charley" Girl.

December 10, Richard Sullivan and Robert Laudise present paper to American Institute of Chemical Engineers describing synthetic quartz crystal growing in pilot operation at MVW.

State-of-the-art, mile long conveyor system connects storage and apparatus shops.

1959 — September, Toolmaker Training program begins with 6 men. Full time, on-the-job training requires 4 years.

Kathy Tessitore crowned 1959 "Hello Charley" Girl.

October 1, MVW's own data subset, the 130-B2, installed, making MVW the first airline customer in New England to get tickets over regular phone lines. 130-B2 first sold to Air Force before available to industry.

October 5, six A5 channel bank models for BTL field trials completed.

Production begins of glass enclosed deposited carbon resistors. Skilled glass blowers part of manufacturing process.

July '45



IDEAS BRING MONEY through Suggestion Plan to, seated, Marie Lakin, 1924-2; Louis Festo, 1951-3; Robert Ott, 1912; Marie Cote, 1912; standing, Walter Blackburn, 1915; Kermit Fitts, 1938-2; John McNamara, 1951; Raymond McNeal, 1938-5, and Charles Blinn, 1955-2. Others not in the picture who received awards are Fairfax Hatch, 1938-1, Artemis Kolas, 1935, Lillian Smith, 1912-3, and Madeline Woodman, 1935.

1960 — MVW expected to play major role in progress of business communications through manufacture of Data-phone equipment.

E6 repeater newest product introduction at MVW.



LABOR-MANAGEMENT War Production Committee which played a big part in the Red Cross Drive are, sitting, Julia Kamionka, Dept. 1912-4; Eleanor Sarrette, Dept. 1935; Irene Mears, Dept. 1922-1; John Shaughnessy, Dept. 1900-2, chairman; Markhas Kahigian, Dept. 1924-2; Joanne Austin, Dept. 1941; Priscilla Lawrence, Dept. 1924-3; and Rose Mayblum, Dept. 1914. Standing, Andrew Inteso, Dept. 1935-1; John Mullen, Dept. 1952; Raymond McNeal, Dept. 1938-5; Andrew Anderson, Dept. 1900-A; John Winston, 1924-4; Edward Nordengren, Dept. 1915; Arthur Patnaude, Dept. 1924-1; Frank Olson, Dept. 1924-2; Theodore Pelosi, Dept. 1938; Reid Harris, Dept. 1941; and Joseph Everett, Dept. 1938-2.

MVW TASI equipment installed on this side of the ocean doubles conversation capacity of the 2nd transatlantic telephone cable.

Cammy Pennisi, clerk in the Voucher department, named 1960 "Hello Charley" Girl.

MVW has overall manufacturing



2200 COPIES of the Evening School bulletin, with descriptions of 21 courses, were distributed to all Haverhill Club members. Above, Earle H. Gifford, 1924-2, left, and Karl F. Wolf, 1942, read through the list before signing up for the Fall Term.

control of TH Microwave Radio Relay equipment in trial route from Denver to Salt Lake City.

November, Local 1365 buys building across from MVW for headquarters.

December, 12,000 square foot quartz crystal growing plant completed and operational.

1961 — WE President H.I. Romnes,

manual to dial operation by third quarter of 1962. MVW begins production.

First of new data-phone data sets finished by Jeanette Martin and Emile Suchodolski in MVW model shop.

Priscilla Smith of the Manufacturing Engineering organization named 1961 "Hello Charley" Girl.

1962 — January, Wayne Kinney 1st graduate of MVW's 4-year toolmaker training program.

T-1 carrier production begins, using mechanized component insertion and mass soldering processes.

19-year-old Merle Archambault, clerk typist in the Small Toroidal dept., selected by co-workers as 1962's "Hello Charley" Girl.

BELLBOY, WE's own modernized version of a paging service, includes pocket receivers made at MVW. Initial deliveries of the device are for military and government agencies and to Seattle for the Century 21 World's Fair and New York for its World's Fair.

April '45

President Lyndon Johnson and then Secretary of Labor Arthur Goldberg sign a "Plan for Progress," setting EEO goals.

AT&T announces plans to convert nationwide teletype-writer exchange service from

March, 1st shipments of N-2 and T-1 carrier bays made.

1963 — February 15, 1st two TL Microwave packaged stations shipped to Bellingham, Washington, to establish communications with islands of the San Juan group off Bellingham.

1st WE commercial 101ESS (Electronic Switching System) shipped to Cocoa Beach, Florida, for NASA. Electrolytic capacitors, inductors and crystals from MVW part of system.

Donna Drew presented floral crown of "Hello Charley" Girl as employees and friends look on.

1964 — April, New York World's Fair opens. All television programs originating from the fair use MVW's TL-2 microwave radio relay equipment.

June, 2-day WE coil conference held at MVW.

May, "Desert Strike," the mightiest peacetime military maneuver in US military history. MVW personnel on hand at war games site to fine tune communications equipment.

N-3 carrier production uses transistors exclusively, replacing electron tubes.

Bell Labs developers at MVW develop L-4 transistorized transmission system.

May, 1,500 attend ceremonies and annual dance to announce this year's "Hello Charley" Girl, Janice LaFleur, an employee in the reproduction



WOMEN'S RIFLE TEAMS are proving one of the most popular sports of the winter season. Pictured above at the Pentucket Rifle Range are, front, Ida Bastien, 1922; Barbara Watson, 1907-2; Alice Cormier, 1922; Geneva Thompson, 1922. In the back row are Norma Crosby, 625-1; Lorraine Painchaud, 1922; Stella Mestugrutes, 1922, and Mary Morconi, 1965-3.

October '46

Nov. '46

department.

July, 7,000 MVW people witness MV General Manager Harry Snook accept WE President's Safety Award from WE president Paul Gorman.

MVW studies use of audio-visual aids to improve product quality.

1965 — April, MVW adds quartz crystal display to Bell System's entry at New York World's Fair.

MVW announces its transmission equipment will be nerve center of North American Air Defense Command's new underground Combat Operation Center. The new center is to be built a mile inside Cheyenne Mountain in the Rockies.

A "designed and manufactured" at MVW Centralized High Seas Operating Console installed at Ft. Lauderdale, Florida, provides communications services for all ships and aircraft operating off the coast of Florida.

20 MV employees serve as Air Force Reservists with the 902nd troop carrier group.

Barbara Stott named 1965 "Hello Charley" Girl. 1,500 MV employees and friends attend dance at Canobie Lake Park Ballroom.

1966 — September 5, MVW cuts over to CORNET telephone system. Over 75,000 telephones connect more than 100 WE, BTL and Teletype Corp. locations nationwide.

April 1, George Emmott promoted to rank of major in the Massachusetts National Guard.

1967 — N2 carrier transmission systems in use at US Air Force Western Test Range at Vandenberg AFB in California.

Improved quartz crystals grown at MVW to replace natural crystals in all



IN THE BAG! On November 21 the victorious Blue Jays, shown above on the night of their victory, sewed up the first half of the Thursday night scratch league by defeating Bill Sickel's Cards, 4-0. The team also holds the league record for the best 3-game series, 1457. Left to right, Ben Dawid, 1952-4; John Hovan, 1922; John Smith, 1922; John Zuber, 1922; captain Joe Duncan, 1922; and Jiggs Zamierowski, 1920.

communications devices. Frequency limitations overcome.

Mary Ellen O'Rourke honored as 1967's "Hello Charley" Girl at ceremonies highlighting the annual Hello Charley Girl dance, held this year at the Sheraton Rolling Green Motor Inn.

1968 — MVW records highest cost reduction achievement of any WE location, \$5 million.

MVW led all other WE locations in quality achievement for 3rd consecutive year.

Professional deep sea diver hired to "vacuum" sludge from bottom of 300,000 gallon water cooling tank, avoiding lengthy shutdown.

Closed circuit TV and video tape recording equipment now used in in-plant training classes.

World wide copper shortage leads to conservation programs.

2 turret presses added to piece parts dept. Mounting plates and associated brackets and panels up to 1/8" thick first job. Machine's operations controlled by a numerical control tape.

MVW announces it is manufacturing terminal facilities for transmitting and receiving messages at shore ends of TAT-5, a new 3,300 mile cable from Rhode Island to Spain. Also for the 1,500 mile Florida to St. Thomas cable.

Benchhand Jeannette Page honored by American Red Cross as MVW's first 5-gallon blood donor.

MVW's products used to transmit Olympic Games from Mexico plus Republican and Democratic conventions from Texas.

Twenty MVW employees transferred



Dec. '50

There's still a lot of kick left in the old boy! Matthew J. Ryan, First Vice President of the Wekearny Club kicks off to mark the opening of the touch football season at that location. Mr. Ryan was formerly located at Haverhill as Assistant Superintendent, 1905. Could it be that Mattie has been putting on a few pounds?



COMMITTEE AND FACULTY of the Haverhill Club Evening School—left to right seated, Edwin E. Leidich, instructor in practical mathematics for maintenance men and electricians; Paul Hughes, committee member; William J. Sullivan, vice president of the Club; Cubby Cuthbertson, president; Sidney B. Culliford, chairman and principal of the evening school; Edward Patton, instructor in contract bridge. Standing, T. Tait Bender, instructor in fundamental principles of electronics; Arnold W. Spofford, instructor in photography; Helen Sullivan, instructor in shorthand; Garl Thompson, instructor of fundamentals in elementary electricity; Morris Burakoff, instructor in algebra.

to the Sentinel anti-ballistic missile defense system project for which WE is the prime management contractor.

May, *Merrimack Valley Works Newsletter* published to replace the *Communicator*.

May-June, 36 MV men on leave to participate in training exercises with various branches of the US Armed Forces.

Five finalists share MVW 1968 "Hello Charley" title, one for each day of the week. Karen Clarke, Marie Becotte, Paula Cahalane, Terry Fay and Tina Daggett will each reign over MV activities occurring on their assigned day. No vacation-time automobile stickers issued this year.

1969 — Trials of Bell System's first Picturephone begin, MVW's cable equalizers, microwave and L4 systems part of project.

February 9 and 24, MVW digs itself out of record snow drifts.

Newly formed MV Engineering Excellence Society inducts first members: Russell Cushing, Richard Kirsch, David Rudd, Norman Smith, Edward Stocker, Bob Zingali.

March, Army Spec.4 Walter J. Lemieux, an MVW assembler, killed in action in Vietnam.

October, MVW announces hiring boom sparked by increase in production programming. MVW employees urged to recruit friends and neighbors.

1st switching frame for No. 1 Crossbar equipment made at MVW, shipped to St. Louis.

D2 channel bank production begins. Will provide long distance or toll use capacity.

Dime-sized monolithic crystal filter replaces individual inductors, resistors and capacitors on filter designs.

November, MVW dedicates its water

pollution abatement facility, the largest of its kind in Mass.

In a sign of the times, the popular "Hello Charley" vacation queen is replaced by a "WEValley Girl."

Carol Leavitt, a tester, was crowned WEValley Girl in colorful ceremonies held for the first time in plant. Program videotaped for viewing during lunch periods.

Finalists in the WEValley Girl competition participate in MV's US Savings Bond drive.

1970 — Age of laser tools begins at MVW with introduction of laser to burn tiny holes in ceramic plate for thin film circuits.

February, first 3A switch ships from Lawrence Shops to become part of WE's 101ESS PBX.

Pam Czerepak, a member of the drafting organization, crowned 1970's WEValley

Girl. Added to the popular program are matching Oleg Cassini designed outfits worn by MV receptionists and WEValley girls as they greet visitors.

December, Local 1365 becomes a closed shop.

1971 — 8847 employees on roll, earning approximately \$87.6 million in wages and salaries.

February, Dudley Farquhar returns from military leave, receives Bronze Star for meritorious service in Chu Lai.

June, Sue Kots crowned 1971 WEValley Girl.

October, 1st TASI-B shipped from Lawrence plant. The 2-ton, triple bay and test set configuration is 9' tall, 20' long and took 41,000 manhours to build.

December, WE and BTL chorus joins 25th anniversary celebration of Methuen Memorial Music Hall.

1972 — Harvey Mehlhouse, MVW's 1st general manager, retires as Chairman of the Board of WE.

New product introductions in 1972 include L5 coaxial carrier repeaters, T1 integrated circuit line repeaters, T2 repeater lines, M12 digital multiplexers, D3 and A6 channel banks, 1A radio digital terminals, digital data systems and L4 carrier.

17 MVW technicians complete training on computer diagnostics.

Cuban born Graciela Gou, bench hand in D2 Carrier Channels Assembly and Wire Section, becomes 1972 WEValley Girl.



RUNNERS-UP for the Plant Championship and winners of the "B" League, were the men on Team No. 5, captained by Edward Stapinski, 1924. This team, holding on to the top or near top position during the entire last half of the "B" League season, won the roll-off in that League to earn the privilege of meeting the winner of the "A" League Roll-Off. Stapinski, seated, was secretary of that League during the 1949-50 season. Other members of the team, left to right, were Willard Sawyer, 1924, John Zuber, 1924, Stanley Shok, 1912, and Frank Ryan, 1924.

1973 — Quartz crystal building enlarged to accommodate new pollution control equipment.

Another sign of changing times, WEValley Girl contest ends.

1974 — Large scale manufacture of software for transmission maintenance and surveillance systems begins at MVW.

October 12, 44,000 telephone customers in Lawrence, North Andover and Methuen cut over to #1ESS installed in NET's building in Lawrence. MV's apparatus codes used in switch.

1975 — MVW field construction crew places 14,000 pounds of sand in each of sixty 15-foot deep pits to begin construction of the Quartz Crystal growing autoclaves, underground "pressure cookers."

February, New York Telephone Co. fire. MV ships over 80,000 pounds of equipment. People rally to challenge of building T1 repeaters, M1-2 digital multiplexers and D3 bays in less than a week. Apparatus shops go into emergency status to produce non-stock filters, networks and equalizers on a 24-hour turnaround.

May, One millionth D-3 channel unit shipped.

September, MV cuts over to CENTREX automated telephone system, replaces old mahogany trimmed manual switchboards.

2,532 people laid off during 1975. Economic downturn hits telephone companies, cutting orders. Large MVW inventory cited as another reason.

1976 — March, Lawrence capacitor shop closes while lone expert Tony Savinelli serves on jury duty.

September, MV begins production of D4 channel banks.

November 23, one millionth 8th order crystal filters produced. Layout operator Ginny Czerepak presents gold plated filter to MV General Manager Dave Hilder.

1978 — MV engineer Clay Button

1979 — January/February, laid off workers from 1978 begin to return as business picks up.

February, MV announces it is to get all WE orders for microwave manufacture.

April, MVW makes lightwave terminating multiplex assemblies and FT3 regenerators for Southern New England Tel's first laser-powered system for residential customers.

Jan. '50



Christmas carolers who sang during lunch hours on the last work day before Christmas, and also had a one half hour program over WHAV were photographed during a rehearsal. Left to right, first row, Ella Bell, 1906, Helen Rheaume, 1914, Jacqueline Sturk, 1912, Julie Alexander, 1928, Mary Gerros, 1924, Mary Miserlis, 1924, Marguerite Saliby, 1914. Second row, Michael McLaughlin, 1952, Kay Regis, 1965, Rita Genest, 1900-S, Mary MacFee, 1912, Barbara Gynan, 1914, Mary Corey, 1914, Marion Thompson, 1917 and Everett Brown, 1965. Third row, Almont Lacert, 1929, Harold J. Everett, 1929, Ronnie Bouchard, 1924, William Glasser, 1956, Ted Brownrigg, 7223, Carl Raders, 1914, William Reisen, 1914, and Ed Daly, 1952. The director of the chorus is Doris Karamourtopoulos, 1914.

on assignment in Iran to service a microwave tower damaged by high winds and saboteurs.

A contract with Saudi Arabia calls for \$15 million in radio relay microwave stations. 5 Saudi engineers trained at MV as part of contract.

MV engineer Ted Dangelmayer records first documented experience with ESD (ElectroStatic Discharge).

January, Vol. 1 No. 1 of *Valley Voice* published for MV employees. Joe Ponti winner of "you name it" contest.

November 26, 97 MVW employees on 2 shifts become first workers at new satellite facility in Salem, NH. By December 10, 3 shifts operating with 225 people.

December, last remaining Lawrence Plant dept., D1/DID operating shop, moves to North Andover.

On-time delivery of 13,000 4A Echo Cancellers completed. Last 64 units shipped to White House. 4A Echo Cancellers eliminate voice echoes for long distance communication sent over both satellite and terrestrial circuits.



Members of the executive board of the Merrimack Valley Council of Telephone Pioneers of America, recently elected to office, are: Seated, left to right, Miss Emma C. O'Hearn, Miss Hope Alexander, Harold H. Jillson, President; William J. Gray, Vice-President; Miss Mary A. Hughes, Miss Rose O'Sullivan. Standing, Miss Dorothy Searle, William E. Barber, Harry D. Felton, Clarence E. Victor, of our Engineering Department; Alfred Lee, Miss Cecelia Burchell, and Miss Mary H. McCormack. Twenty-five Haverhill Shops employees will be affiliated with the Merrimack Council of the Pioneers.

MVW pioneers begin sponsorship of annual special field games.

MV pioneers win TPA President's award in Washington, D.C. First Lady Rosalyn Carter luncheon speaker. Award recognizes ten years of audio ball production.

1980 — MVW averaging 40-70 new hires a week.

February, Winter Olympics at Lake Placid uses newest fiber optic light-wave system for transmission of TV programming.

March 31, Mass. Safety Council gives MVW Outstanding Safety Achievement Award.

Microwave radio project, stretching 6,200 miles from the Red Sea to the Persian Gulf and connecting all major population centers in Saudi Arabia, completed.

MVW well represented at 1980 Korean Electronics Show. FT3 light-wave terminating multiple assembly equipment performed flawlessly.

Company-wide energy conservation plan initiated.

May, 100th Digital Interface Frame (DIF) shipped.

March, Job Posting Program for Salaried Graded employees begins. Job bidding informs employees about available opportunities and speeds selection process.

Increased business requires expansion, including new copy center opening on April 2 in Georgetown where 40 people microfilm drawings, and on April 21, 350 employees begin

word processing programs.

First DACS unit shipped to New Jersey Bell. DACS is one of the first major users of magnetic bubble memories.

MVW introduces new microwave radio systems using latest technological advances.

MVW receives national recognition award from International Society of Hybrid Micro-electronics in Chicago. Annual production of these circuits at MVW now exceeds 16 million.

1982 — MV engineer Jack Kelsey coordinates efforts of design and manufacture of an electronic information retrieval system

March '51

working at Shawsheen, making cables for the equipment shops.

August 15, Local 1366 receives 1st contract.

1981 — January, Job Posting Program for Hourly Graded employees begins.

Secretarial team studies feasibility of

called the WorldKey Information Service Network for the Walt Disney World's EPCOT Center under construction.

AT&T offered the first commercial teleconferencing service between New York and Washington. Project includes controllers from MVW.

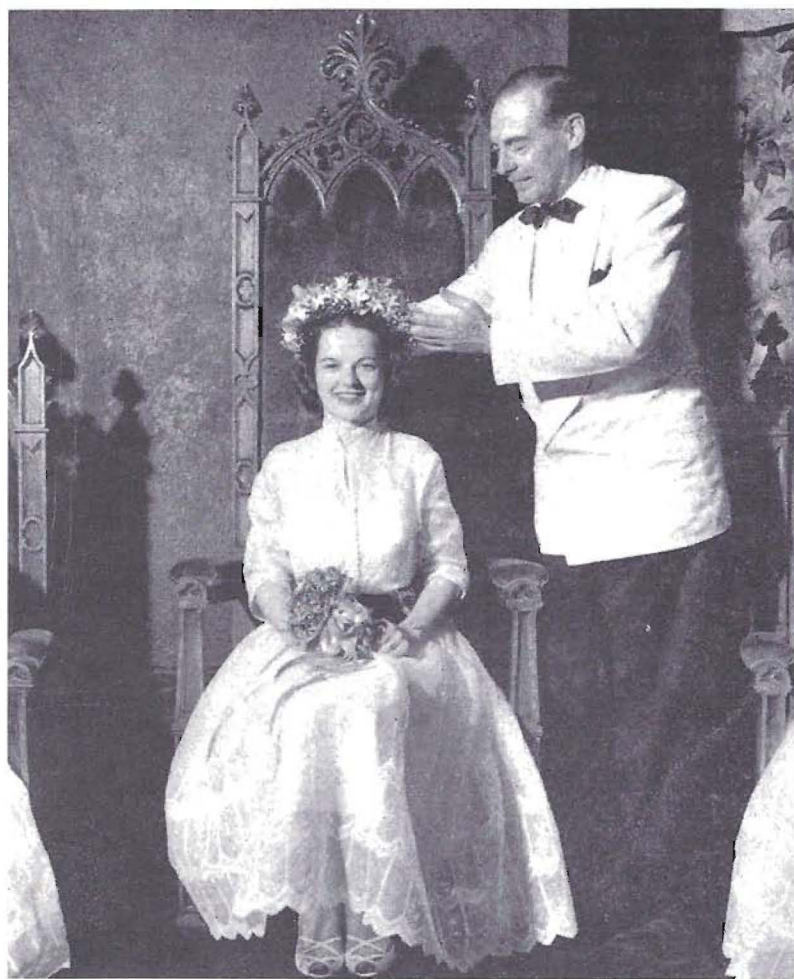
MVW installs giant Kenway storage/retrieval system.

TID repeater first shop to be streamlined for competitive reasons.

MVW engineer Charles Menzigan is only WE employee to work on the Telstar 3 satellites being built by Hughes Aircraft.

1983 — Officers of both CWA locals and company officials signed steering committee pacts paving the way for introduction at the Works of the Quality of Work Life process.

AT&T International signed its first contract with Nippon Telegraph & Telephone (NTT) for echo canceller



At the Coronation ceremonies last year, Charles H. Naylor, then President of the Haverhill Club, had the honor of placing the crown on the head of our first "Hello Charley" Girl, Mary LeBlanc. This year's ceremonies will be held at the Andover Country Club on May 25. Who will be the 1951 Vacation Queen? Your nomination may be submitted on April 9-10-11. Nominations close at 5 p.m. on April 11.

equipment made at MVW.

MRPII pilot projects get underway.
Styrofoam coffee cups banned from manufacturing areas to reduce ESD damage.



Mary Kurgan, Condenser Department, Lawrence Shops, recently completed her first year of service with the Company. During this period Mary's attendance record was 100% perfect. "And I'm working on the second year now," says Mary.

Aug. '53

First of six phases of transfer of thin film production from Hawthorne (Chicago) begins. Will eventually add 900 to 1,000 employees at MV.

July, Salem plant becomes model shop for development of D5 channel banks and controllers.

1984 — January 1, Divestiture, end of an era. Western Electric's Merrimack Valley Works becomes part of the AT&T Network Systems Group, which is part of AT&T Technologies, Inc.

MVW employees Sandy Cook and Cathy Petersen run in '84 Olympic Torch Relay.

North Carolina thin film operations transferred to MV to consolidate operations.

Seminars led by world renowned quality expert Dr. W. Edwards Deming attended by thousands of MV people.

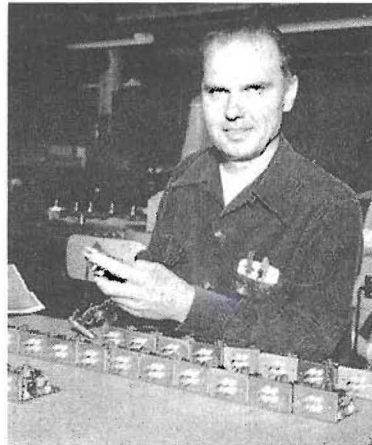
December, 500th DACS system shipped, to AT&T Communications in Los Angeles.

First Common Processor shipped. Gives business customers direct switching of telephone lines through a

June '60

terminal on their premises.

AT&T announces major digital construction program, expected to increase capacity tenfold by the end of the decade. MVW's lightwave trans-



Sigmund Podlozny, an Inspector in the Hayes Building, has achieved the enviable record of eight years of perfect attendance. Sigmund has never been late during this time, and is already starting his ninth year of being at work every day during the work week.

Aug. '53

mission equipment to be backbone of program.

1985 — 180 AT&T Network

Systems employees located in Clark Shops location in New Jersey report to Merrimack Valley Works. Clark Shops, a one-product final assembly plant, make high-quality submarine cable repeaters for the Undersea Lightguide System. MV's 430 type FICS and saw filters used in systems.

Engineering Associate Anne Earnshaw first woman inducted into MV Engineering Excellence Society.

100 years ago, on March 3, incorporation papers filed creating the American Telephone and Telegraph Company.

Component Failure Mode Analysis group formed to analyze incoming material for conformance.

Merrimack Valley Works, with workforce over 10,000 strong, announces major restructuring to create "factory within a factory," separating major product areas into units. Remains under overall leadership of one general manager.

Paula Fines and Melanie Iannuzzi-Glogovsky honored as "Outstanding Women in Industry" by Greater Lawrence YWCA.

MVW prepares for production of FR8 microwave radio transmitters and receivers for the Federal Aviation



MERRIMACK VALLEY WORKS' RESCUE SQUADS 1 and 2 are shown here following a successful emergency test. Front row, left to right: George Russell, John Davis, Robert Balsley, Herbert Riley and Andrew Chakarian. Rear row, left to right: Philip Holmes, Christopher Muller, Leslie Haskell, Domenic Accardi, Russell Dunn, George Hayden, LaForest Perkins, Raymond Thibault and Gaetano Medjolo.

June '60

Administration under an extensive government contract.

Robots designed for mass soldering D5 boards meet needs for exceptional quality.

Building construction project improving receiving areas completed.

Four FR8 radio training bays shipped to Greensboro, North Carolina, for training AT&T installation and Federal Aviation Administration personnel.



CAKE DECORATING CLASS students who successfully completed the course at the recent Merrimack Valley Club Evening School spring session are shown here with their display of frosting finesse. Left to right: Madeline Woodman, instructor; Mary Mulford, Eleanor Kancavicus, Ruth Armstrong, Pauline Cook, Betty Pettitjean, Florence LaPlante, Vera Gebelein, Ora Frechette, Agnes Bolla, Antoinette Latulippe, Emily Daher and Gertrude Roy.

parallels the Japanese Quality Circle. Improves product quality in BCM/Echo Cancellor Circuit Pack shop.

April 25, groundbreaking ceremony for new \$2 million building to house the Merrimack Valley Federal Credit Union.

June 27, 26-day strike ends, workers return to jobs.

June 1, Jack Young, department chief in Industrial Engineering, marks 50th service anniversary.

MV's Ted Dangelmayer produces ESD videotape that wins third place in International Film and TV Festival in New York. Ted has become AT&T's foremost authority on ESD.

MVW receives state grant to help employees in a program to reinforce basic educational skills. Company matches funds to finance AT&T Adult Literacy Program.

August 22, members of the North Andover Board of Selectmen meet with MV head Jack Heck to discuss the status of the town's ongoing potable

water problems.

September 10, Robert E. Allen, new president of AT&T, chooses MVW as site of his first visit to an AT&T Network Systems manufacturing plant. Meets with employees.

October, Hawthorne transfer to MVW complete.

MVW's holds first, all-day quality fair.

Bell Labs occupies new facility at 20 Shattuck Road, Andover with 230 BTL developers. Also housed in Andover are 135 Network Systems Product Management employees who formulate marketing and financial strategies for transmission products.

Company ends wage incentives, implements Production Occupation Level Plan.

November 18, first shipment of DACS II leaves for Atlanta. DACS II is a new software-based system, offers five times the capacity.

1987 — Alliance of Black Communications Employees forms at MVW. Hosts Black History Month celebrations.



BELL TELEPHONE LABORATORIES Mixed League champions were presented trophies at the annual banquet held recently at the Yankee Doodle, Lawrence. Top bowlers for the 1958-59 season were (left to right): Bob Thomas, Harold King, Marie Aumais, Al Scavuzzo and Harry Sanfilippo.

May '59

Last of the Picturephone Meeting Service cabinets for the Defense Commercial Telecommunications Network project shipped.

1986 — Digital radio system developed for Turkey.

MV's Norman Brunelle represents AT&T in technical interchange and lecture seminars in Mainland China.

MVW Pioneers raise \$50,000 to help restore the Statue of Liberty.

ESL (English as Second Language) program begins.

MVW engineers establish off hours hotline and work through Christmas holidays to meet deadline for FT Series G 2,000 mile lightwave cable project.

MVW's first working Quality Cluster

Oct. '60



PRESENT MEMBERS OF THE TOOLMAKER TRAINING CLASS are shown here with some of the tools they have made since their enrollment in the Toolmaker Training Program. Left to right: Richard Croft, notching punch and die; Vincent Breglia, forming punch and die; Richard

Feb. '63

January 7, the 500,000th GDX switching FIC shipped from MV. The department is the last of four departments to relocate from Hawthorne in the most massive capital and technological transfer in the history of WE.

Surface Mount Technology introduced on DACS/SRDC and D5 product lines.

January 20, first group of testers begin initial phase of certification for test corridor.

Daughter of MVW's Leonor and Vicente Loayza becomes first Hispanic and first woman from Lawrence High School to attend Harvard University.

MVW publishes its Vision for empowering employees to further the work of continuous improvements in product quality and service.

March 9, NYNEX gives MVW Lightwave group appreciation award for successful introduction of FT Series G in Manhattan, Bronx and Long Island areas of New York.

Barcodes introduced to improve material handling.

April 21, new training facilities composed of 11 mobile classrooms creating one complex completed and occupied.

May 16, official AT&T TV spokesman Cliff Robertson makes surprise visit to MV, walks through shops shaking hands.

MV announces new policy requiring each technical professional to complete a minimum of 40 continuing education hours each year.

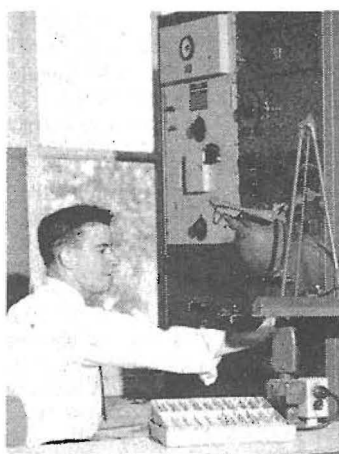
AT&T/CWA Displaced Workers



WORKS CHAMPIONS in the Merrimack Valley Club's Girls Basketball League, members of the undefeated Globe-trotters five were presented trophies at a banquet concluding the season. Left to right: Beverly Welch, Judy Terrio, Paula Rivard, David F. Lane, Club president, who presented the trophies; Minerva Webster, captain; Mary Jane Grady, Beatrice Benson and Sandra Fuller.

Assistance Center opens at Northern Essex Community College.

8,000 MVW employees sign posters



Jack Brennan tests condensers in Lawrence Shops. Nov. '52

pledging their support as "Partners in Quality."

Purchasing organization institutes Supplier Recognition program to reward outstanding vendors of materials and services to MVW.

1988 — January, 1000th EC3200 echo canceller shipped. Final stages of production cycle, three new echo canceller products to be introduced in 1988.

January 12, Dick Grey retires after 33 years of service, all with perfect attendance.

March 14, a *Fortune* magazine story highlights MV's introduction of Bioact EC-7 to clean printed circuitboards.

April 1, ribbon cutting ceremonies mark official opening of MV Vision Line.

May 8, fire damages central office in Hinsdale, Illinois. MV team able to save D5 memory from customer tapes.

Frank Chapinski first person to complete certification training.

June 23, QWL celebrates fifth anniversary.

Art Boisselle voted "Best Boss" as 20 workers enter him in *Lawrence Eagle Tribune* contest.

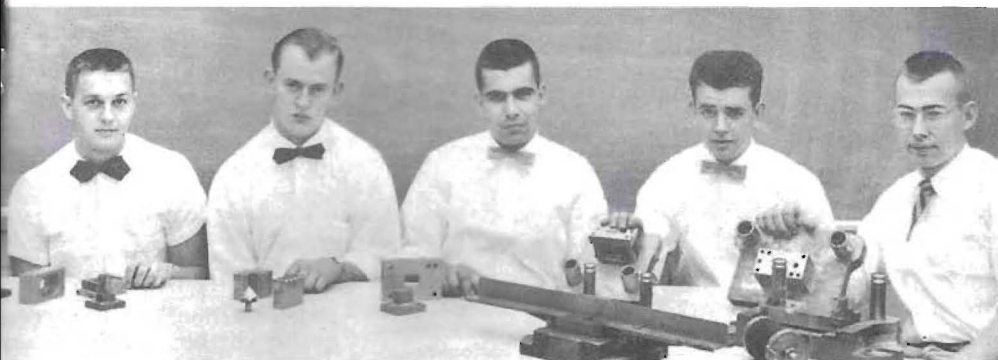
July 16, Merrimack Valley area switches to new area code, 508.

July 1, MV Vice President Jack Heck leaves for international assignment as vice president of product management for AT&T and Philips Telecommunications B.V. in the Netherlands.

Component factory members celebrate new quality records.

New forum for employee discussions begins as breakfasts held for employees reaching milestone service anniversaries.

November 19, cutover to Intellipath



Chognon, blanking punch and die; Richard Prescott, holding fixture; Thomas Masse, holding fixture; Stanley Paradis, die clamps and punch; John Clay, holding fixture; Robert Rousseau, punch and die; Wayne Kinney, notching punch and die; Kermit Cross, forming punch and die.



March '63

BACKSTAGE — Judith A. Herrick, Donald R. Massie, Marci McCullough, Robert N. Bates, Mae Murray, Eleanor Bishop McClellan and Jim Falls.

II Centrex System from New England Telephone at MVW, replacing Dimension PBX. New system uses ISDN (Integrated Services Digital Network) technology, permitting simultaneous voice, data and video communications over single telephone circuit. Familiar 681 exchange becomes 960-.

October, Submarine Lightwave products team members tour Cable Ship Long Lines. In its 25-year career, the AT&T owned vessel has laid nearly 63,000 nautical miles of undersea telecommunications cable.

MV's FT Series G 1.7 Gb/s Lightwave System one of three AT&T products to receive ComForum awards from National Engineering Consortium.

7,000 MV employees attend Fall Conferences, learn how they fit into company strategies.

1989 — Low Flux Solder introduced to manufacturing lines.

Engineering Excellence Society holds first fashion show as fundraiser to increase scholarship awards. Employees model fashions.

World's smallest crystal oscillator made at MVW.

MV announces new contract with NTT for purchase of lightwave system designed specifically for the Japanese market. Will be first system to use new international synchronous optical

communications standards.

May, Alliance Employee Resource Center established. Offers career assessment, training, life planning workshops and other programs to help employees advance their careers both inside and outside of AT&T.

August, AT&T announces goal to eliminate all emissions of chlorofluorocarbons from manufacturing processes by 1994. First electronics manufacturer

to set such a target. MV's equipment assembly manufacturing operation eliminates first of these chemicals.

October 25, Customer Conference Center at MV opens. MV's own team of carpenters, millwrights, electricians, pipefitters, locksmiths, heating/ventilation/air conditioning experts, welders, painters and supervisors turn 30-year-old lobby into showcase for customers.

Open Area Test Site (OATS) facility constructed. Air supported fabric dome covers precisely engineered concrete floor. Facility used to measure radio frequency energy coming from equipment made at MV.

MV employees Ron Quinn and Bob Gablosky first of many employees to have artwork displayed in new Customer Conference Center.

October, Components Factory holds first Quality Architecture Cell Team Exposition.

Paula Falocco and Al Felenchak spend Thanksgiving vacations helping rural South Carolina rebuild after Hurricane Hugo.

Over 400 MV employees accept management early retirement incentive plan, off roll by end of 1989. Jack Young, with 53 years service, has longest service of new retirees.

MV does "trial" application for Malcolm Baldrige National Quality Award. Sets plans in motion for necessary improvements.



Nov. '68

PLANT CHAMPS in the Merrimack Valley Club's Men's Softball League were presented trophies by William L. Voigt, Director of Manufacturing, at a banquet climaxing a successful season. Front row, left to right: Jim Chasse, John Campbell, Al Caplan, Joe

Abraham, Ted Pekalsky, Dan Carney, and Jack Karcz. Rear row, left to right: Mike Starr, Frank Willett, Bill Clancy, Leo Bourdelais, Jim Cote, captain; Mr. Voigt, Shawn Sullivan, and Len Brown.



ENJOYING AIR FORCE "CHOW" in the enlisted men's mess hall at Grenier Field during summer tour of duty are A2c Joseph J. Comerford, Quality Control Department, and S/Sgt. Alfred P. Weigel, Piece Parts Department.

MVW wins first ever Bonnie B. Small Quality Award.

1990 — First NTT Module A circuit pack goes through New Product Introduction Center.

MV's Ferrite Shop closes. Peak production in '70s saw 145 workers produce 87 million parts. Today's digital equipment reduces need for ferrites.

Maintenance records put on new computer system, MACCS.

T1 and D4 shops combined to form new Patriot Shop.

Public Relations Manager Joe Sweeney named 1990 Boy Scouts of America Man of the Year.

Production Associates Barbara Haggerty, Joe Potter and Mike Alper represent MV at meetings at Oklahoma

Nov. '65

City Works.

May, MV couple, Dick and Karolyn White, win Megabucks jackpot, bid farewell to coworkers.

October 2, Boston Celtics President Red Auerbach speaks to MV employees about teambuilding for quality during Quality Day events.

Employee Resource Center opens with staff of 6 employees selected by union membership and management. Center is a first resource to steer employees through the maze of valuable programs available to them.

DACS IV-2000 wins 1990 ComForum Award.

Salem I plant closed, satellite operations returned to North

Andover.

MV shops institute "Walk in my Shoes" program for managers and visiting executives to try their hands at component insertion.

Merrimack Valley adopts Lawrence High School through Chamber of Commerce Adopt-A-School program.

MV's newest leader Jack McKinnon speaks to all 5,000 equipment factory workers. Six action packed meetings held to cover all three shifts.

Transmission Systems wins second Bonnie B. Small Quality Award.

Retiree Dave Edwards returns to serve as Technology Transfer Project manager for an AT&T International plant startup in Nairobi, Kenya.

1991 — MV announces it will compete for 1991 Malcolm Baldrige National Quality Award.

FAA Radio project completed. Five-year project creates point-to-point network linking all FAA locations: airports,

weather radar information gathering sites and traffic control centers.

Domino's Pizza signs contract for new Store Locator System, includes shelf assembly from Misc. Panel shop, plug-in cards from Patriot shop, and a power supply. System testing done in AIM area.

Casual dress takes over at MV engineering and office areas. Begins on Fridays, then quietly spreads to other days.

January, *Valley Voice* begins printing on recycled paper.

Four MV men called into active duty for Desert Storm: Nicholas Maselli, Michael Jacques, David Quinney and MV Medical Director Donald Waugh.

Salem II satellite plant closes, last department returns to MV.

Nov. '70



The 1971 WEVALLEY Girls show off their new "Bell Blue" dresses, worn at official functions, when the girls represent the people of the Merrimack Valley Works.

MV one of first manufacturing locations to receive a grant from the new AT&T Family Care Development Fund. Will use funds to expand local child care facility.

Paper recycling program underway.

Fitness trail near softball fields opens.

Bob Allen tours MV, "works" on component insertion on Vision Line, speaks to MV's top suppliers at award ceremony.

September 16-20, site visit by Malcolm Baldrige examiners.

HISPA-MA group forms to promote activities of Hispanics at MV.

Specialty FIC shop gets five-star rating from their customer.

1,890 MV employees had perfect attendance in 1991.



To demonstrate their spirit of togetherness and unity of purpose, Frank Iuele's second shift cable preparation gang (85785N) developed and bought their own special T-shirts proclaiming their shift and section description, of which they're obviously proud.

July '83

1992 —
Components organization at Merrimack Valley becomes sixth strategic business unit aligned with AT&T-Microelectronics. 1400 employees become part of separate unit within MV.

John Henrikson named chief operating officer of new business unit called ME-AIM (Advanced Integrated Modules).

MV Specialty Hybrid Integrated



September 21, Vision Line quality team opens the Baldrige Site Visit ceremony in New Jersey.

October 8, Merrimack Valley wins first ever Massachusetts Quality Award.

October 14, 12:15 p.m., It's official! Jack McKinnon makes loudspeaker announcement to all employees, MV won the 1992 Malcolm Baldrige National Quality Award. Massachusetts Governor Weld on hand for press conference, band and employees march through office and shops announcing good news.

MV hotline helps in Florida's Hurricane Andrew crisis. Telephone service uninterrupted. Employees team up to send needed supplies to Florida's people.

AT&T Microelectronics at MV develops a procedure for using a new solvent, n-butyl butyrate, in place of trichloroethane, an ozone-depleting chemical.

MV presents first Native American Awareness program.

MV NTT Module A product receives official family vendor status and granted indirect inspection. First and only non-Japanese supplier to be so honored.

1993 — Well traveled Product Management group leaves Andover location and returns to Merrimack Valley.

80 MV employees use language skills and participate in pilot project to involve immigrant Lawrence families in education. First MV volunteer program to include union represented employees.

Children of three MV employees receive major scholarships under AT&T's new Academic Awards

Program. Union member scholarships awarded to Caroline, daughter of Vinny and Eileen Breglia, and Rosemarie, daughter of Elena Bonaventura. Each will receive \$10,000 for their freshman year and qualify to apply for continuing scholarships. Management

employee Barry Rogers's son Chris received a similar grant under the management program.

April 6, first DACS VI-2000 shipped from MV. System designed jointly by designers from the Netherlands and Denver for the European market.

April, MV announces it has totally eliminated use of all ozone-depleting substances, more than 2 1/2 years ahead of worldwide ban.

May 16, MV announces major force reduction. 823 represented employees and 76 managers given attractive leave packages.

MV Installer Cable shop wins first Customer Service BEST award.

July 26, *Fortune* magazine article lists AT&T as one of ten leading companies in the "green revolution."

August, MV prepares for celebration of 50 years of service to the Merrimack Valley.

Nov. '91



(L to r) Ken Deming, dept. 27630, Charlie Canali, dept. 21540 and Charlie Cote, dept. 20230, on campus at Brigham Young University for the Summer On-Campus Program.

Sept. '80

Circuits Test Team is only Transmission Systems Business Unit team to be part of the Network Systems Quality Team Excellence Recognition Program.

A team of 21 MV hockey players gets "chance of a lifetime" opportunity to play for charity against the Boston Bruins Alumni players.

Merrimack Valley goes for Baldrige Award second time.

Both Merrimack Valley factories, TSBU and ME-AIM, receive official ISO9001 certification.

TSBU/ME-AIM Board of Education adopts major new policies — all employees required to participate in 40 hours of classes per year.



Valley Voice is published for people like Domingo Gil, seen giving tips on working at AT&T to the next generation during the October Open House.

Today's Merrimack Valley People



Lin



Kunysz

SERVICE ANNIVERSARIES

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

JULY

Rene M. Adler (25)
Nancy L. Barberio (25)
Patricia A. Bider (25)
R. C. Brockman (25)
Robert D. Caruso (25)
Thomas E. Conner (25)
Peter E. Costello (25)
Linda F. Desmond (25)
Richard A. DeVincentis (25)
Louis J. Gallant (25)
J. E. Graves (25)
Bernard T. Herbert (25)
Steven F. Herman (25)
Gerald T. MacPherson (25)
P. W. McDonald (25)
Edward F. Pinaud (25)
Marie A. Puglisi (25)
R. C. Purkey (25)
Carol J. Razza (25)
Philip M. Simonelli (25)
John H. Sorber (25)
Charles O. Stevens (25)
Laureen J. Sullivan (25)
G. M. Yanizeski (25)
Robert A. Bonomi (30)
J. H. Crandall (30)
Linda P. Heaton (30)
G. L. Heiter (30)
John S. Tedoldi (30)
John A. Danese (35)
George O. Weiskopf (35)

AUGUST

Chester C. Faudskar (25)
M. W. Tucker (25)
Claire F. Becotte (30)
Della M. Marrone (30)
Robert L. Marsh (30)
Dawn P. Peltier (30)
Joseph B. Giampa (35)
Evelyn G. Morse (35)
William E. Rivers (35)
David N. Sharkey (35)
Dean E. Smith (35)
Raymond C. Lynch (40)

SEPTEMBER

Bernd O. Abele (25)
Carolyn M. Bargoot (25)
Edward A. Flynn (25)
Peter J. Giardina (25)
Barry W. Hartman (25)
Carmen Johnson (25)
Michael J. Kania (25)
D. E. Sanford (25)
Christine T. Tuccolo (25)
Robert W. Waardenburg (25)
Walter E. Ens Dorf (30)
Carolyn J. Gagnon (30)
Donald E. Guerin (30)
John D. Randone (30)
Philip J. Triola (30)

ON THE MOVE

Effective June 21, 1993:

Scott C. Grout, NGLN, LBA and FT-2000 Manufacturing and Development manager became Manager, Next Generation Access Business Management. Scott will be located in Whippany, New Jersey.



Effective July 15, 1993:

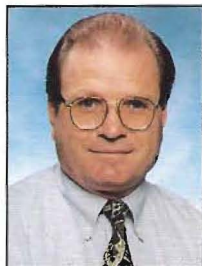
Yuan-Hao Lin, Manager, GTE Market Management, became Sales Manager for AT&T China, Inc. Yuan-Hao will be located in Beijing, China.



Effective August 1, 1993:

Greg Kunysz, Manager, Order Fulfillment Reengineering, became Engineering Director, Southwest, to support and provide Southwestern Bell Engineering Services. Greg will now be located at the Network Systems Engineering Center - West in Ballwin, Missouri.





Crowley



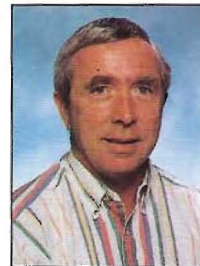
Vano



Wolenski



Pelliccione



McAdam

NSD QUALITY AWARDS

Two MV employees were honored by Network Services Division (NSD) with Quality Excellence Awards for their efforts on QI teams. The QEA is a tool used by NSD to assess the QI teams' efforts and to identify improvement opportunities.

Jim Crowley, Demand Forecasting Material Planning manager, and **Sandra Vano**, Quality Implementation and Sales/Production Analyst, were recognized for contributions to their teams which each received two QEAs.

Jim is a member of the Network Equipment Forecasting (NEF) team. Sandra is a member of the Forecast Acknowledgement Commitment Tracking System (FACTS) team. Both teams received awards for improvement over last year and for high score in quality and process improvements.

GRADUATES

The following employees received college degrees in Spring 1993:

Advanced Degrees

Dawn Santomassimo, Demand Management organization, received an MS in Human Resources from Rivier College

Kenneth Wolenski, MTS-1 in Diversified Products, received an MS in Computer Integrated Manufacturing from Brigham Young University through the AT&T Summer On Campus program

Bachelors Degree

Vincent Pelliccione, Vision dispatcher, received a BS degree in Computer Science from Franklin Pierce College

Associates Degree

Frank Laske, test set technician, received an Associates degree in Liberal Arts from Northern Essex Community College

FOUR RECEIVE MORE AWARDS

The Product Management group recently honored four MV employees with MORE Awards for their contributions in the area of packaging for the GTE Initial Customer Application. The MORE Awards are presented by the PM group to individuals who demonstrate Motivation, are Oriented and Responsive to their customers' needs and who achieve Excellence in exceeding their customers' expectations.

Dick Curtis, Material Provisioning Engineering and Operations manager, and **Tony Mauriello**, MTS in Packing and Shipping, received awards for their contributions to the engineering aspect of packaging. **Pat Grelle**, Packing, Shipping and Warehousing manager, and **Larry McAdam**, Packing and Shipping supervisor, received awards for customer service in the packaging of equipment.

IN MEMORIAM

Ramon A. Acosta, operator, July 20, 1993

E. L. Beland, retired S.C. Warehousing, March 22, 1993

Rita C. Blinn, retired machine operator, May 20, 1993

Marie Carignan, retired bench hand, August 10, 1993

G. G. Conrad, retired machine operator, February 28, 1993

Harry B. Ellsworth, retired machine operator, May 30, 1993

Rita B. Godbout, retired process analyst, July 1, 1993

T. F. Guckert, retired inspector, May 18, 1993

Robert D. Iannalfo, sheet metal worker, August 16, 1993

A. Rita Jones, retired report clerk, March 26, 1993

James J. Kenny, retired S.C. Charting/Drafting, Aug. 12, 1993

Hazel P. LeFebvre, retired tester, February 9, 1993

Donald D. Lee, retired S.C. Apparatus Assemble, Jan. 14, 1993

Jean A. Lough, retired senior operator, March 19, 1993

Harriet K. MacKenzie, retired utility operator, August 14, 1993

Daniel G. Menard, operator, August 20, 1993

Carl W. Mills, retired S.C. Parts Fabrication, Feb. 13, 1993

Robert J. Mordach, tester, June 29, 1993

M. A. Neveresky, retired assembler, March 29, 1993

T. J. O'Leary, retired grinding machine operator, June 24, 1993

Shirley N. Pierce, retired inspector, February 19, 1993

Rita K. Ricard, retired wireman, August 12, 1993

E. J. Sagan, retired repairer, March 21, 1993

Louis J. Sarto, retired process analyst, June 17, 1993

Phyllis H. Savoie, retired tester, March 29, 1993

Alexander J. Zube, retired layout operator, May 6, 1993

RETIREES

Years of
Service

June

40 George J. Abate
26 Joan P. Beauregard
37 Joseph A. Berube
33 Thomas A. Bondar
32 Veronica S. Brown
37 Dana A. Buyck
24 Shirley M. Buyck
36 Joseph G. Capeles
34 Daniel J. Cardillo
28 Annie C. Chase
21 Gerald L. Christian
31 Stanley H.
Comstock
20 Peter T. Crowe
28 Albert R. Desmarais
26 Hannelore E.
Hartman
31 Bernice I. Kaiser
24 Albina J. Lord
20 Gaitano Medolo
20 Robert F. Murphy
33 Estelle H.
O'Donnell
31 Richard J. Pelletier
22 Shirley J. Reilly
20 Bernadette C. Sharp
36 Oliver J. Sicard
37 Walter Silva
23 Albert Washington

July

28 Mary A. Adams
32 Marjorie J.
Anderson
16 Anthony J. Anzaldi
20 David A. Atherton
41 Marie L. Aumais
33 George E. Barry
30 Charles J. Bellanti
31 Robert F. Blain
27 Louise D. Blaisdell
32 Mary A. Blaisdell
17 Richard F. Blake
34 Diane L. Blanchard
31 Pauline E. Boeglin
23 Sabino Bolivar
31 Elaine J. Bonenfant
10 Gina Bordieri
33 Leo R. Bouchard
36 Wilfred O. Boutin

37 Frances S. Breen
29 Eileen M. Breglia
36 Vincent P. Breglia
10 Michael Bucuzzo
31 Carole L. Burke
12 Lydia R. Carter
38 Genevieve J. Caux
38 Elsie M. Colloten
27 Beatrice G. Cote
36 Richard E. Cote
10 Lorraine D. Couture
29 Charles E. Crockett
35 John A. Danese
32 Albert D. Davis
26 Ann C. Dean
31 Doris E. Dion
31 Eleanor K. Dobson
37 Lionel P. Dumont
31 Joan G. Dunn
32 Daniel P. Dynan
32 Charles R. Eaton
13 Jacqueline C. Fortin
28 Helen D. Foster
36 James M. Fountaine
24 Lois W. Fountaine
33 Robert D. Frahm
36 Thomas J. Frank
23 Richard E. Fritz
33 Pauline H. Fuller
30 Lucille L. Gauthier
27 Charlotte A. George
37 Claire C. Giarrusso
26 Theresa D. Girouard
11 Louise L. Glass
30 Marie C. Good
32 Ronald I. Goodrich
25 Ernest J. Goudreault
31 Donald J. Green
31 Judith A. Greene
27 Harry G.
Guillemette
32 John J. Gurrisi
14 Carlos V. Guzman
12 Leo J. Hamilton
33 Richard C.
Hanscom
36 David J. Harms
29 Linda P. Heaton
21 Norman F. Heaton
33 Donna H.
Henderson
34 Anthony J. Hickey
31 Sheila A. Hicks
33 Bernard F. Hobson

38 John J. Hobson
18 Rose G. Houle
21 Edward E. Howard
25 Helen C. Jaffarian
32 Robert F. Joslin
25 Dorothy C. Kane
28 Richard G. Kane
37 William J. Kelly
37 Kenneth A. Lavalley
21 Ruby W. Lavalley
32 Leo W. Lecuyer
31 Hugh W. Lee
39 Mary H. Lewis
30 Arthur G. Luedtke
39 Raymond C. Lynch
39 William J. Mahoney
33 William G. Maloon
39 Edward D.
Marcinonis
30 Joseph L. Marsan
20 Lilia G. Martinez
33 Arthur F. McCusker
39 Joanne D.
McDermott
36 Joseph E. McMurrer
22 Joseph P. Menihane
35 Albert R. Midgley
32 Susanne P. Mitchell
15 Brian K. Morison
34 Evelyn G. Morse
10 Maria G. Neves
21 Jeannine F. Norton
20 Lefkothea T.
Noukas
36 William E. Nutter
37 John J. O'Brien
21 William T. O'Brien
32 Rita E. Olesen
31 Robert H. Owen
27 John F. Page
28 Andrew J.
Panagopoulos
37 William L. Parker
20 Marlan J. Perreault
34 Nancy L. Peterson
12 Vincent L. Porro
33 Donald J. Povilaitis
21 Mary P. Rafferty
13 Dora M. Renaud
15 Ellen Retalis
36 Arthur Robichaud
30 S. N. Ronsivalli
32 William D. Ross
18 Joanne J. Rurak

33 Joseph V. Russo
25 Nicholas C.
Sarcione
31 Emil M. Scholar
38 Edmund F.
Sentkowski
13 Bernadette A. Shea
28 Georgia C. Shea
25 Helen L. Sickel
11 Roy S. Smith
20 Stephen R. Smith
30 Joyce B. Snodgrass
26 Herve J. St. Hilaire
30 Tina T. Stickney
21 Mary B. Strangman
31 John W. Swanton
32 Diana Lee M. Terrio
15 Bertha C. Thivierge
29 Alfrieda O.
Trotochaud
20 Carol A. Vincent
27 Theresa M. Webster
31 David A. Welch
26 Norman E. West
29 Robert C. Wheelock
22 Elizabeth A.
Wilkinson
33 Joseph W. Willman

August

29 Claire F. Becotte
22 Billy L. Gates
13 Ernest V. Porro

September

17 Isabelle L. Byron
10 Eleanor M.
Dicalogero
9 Adella M. Marotte
16 Mary S. Murphy

CWA . . . in the beginning

by Earl Kneeland

As we look back at fifty years in the Merrimack Valley, we see the growth of Western Electric and the emergence of the Merrimack Valley Works. In order to do this, you must recognize that the present facility was not occupied until 1957. Prior to that, Western Electric was in operation in the cities of Haverhill and Lawrence, Massachusetts. As the company grew, the union we know today was born.

Local 1365 CWA was chartered by the Communications Workers of America on May 15, 1957. Before that there were two local unions. The Haverhill local, known as Local 1360, was part of the National Federation of Telephone Workers, a group that came into being in 1947. There was much consternation within the National Federation of Telephone Workers, and it brought about a hard strike in 1947.

The company added to its location when it opened the Lawrence shop, and Local 1361 was formed. In 1956, the present facility known as the Merrimack Valley Works opened, and the push was on to unite to form a single union local to represent the employees of Western Electric. This task was accomplished after a difficult organizing drive headed by Joe Sweeney, still a familiar face at the Valley. Into the fray went Joe and his committee — some with names familiar to our old timers: Eleanor Jacques, Donald Deveau and Charles Haig, all from Local 1360. The campaign was successful, and the Communications Workers of America, Local 1365 took over the reigns to represent the organized labor force. The first election of officers was held in July of 1957, and Joe Sweeney emerged as the new president. The two locals were completely merged by the close of September in 1958, and Local 1365's leased headquarters was located

at 6 Haverhill St. in Shawsheen. Later, in November of 1960, the Local bought its own headquarters, where it still resides, at 1627 Osgood St. in North Andover, Mass.

There were many roadblocks that the union leaders encountered in the formative years, not the least of which was "membership at will." To compli-

ship from the union. Quite a bit different from the agency shop of today.

In the early years of representing the employees at the "Valley," the union placed concerted effort on obtaining better wages, life insurance and company paid health benefits. If you look at the thrust of the union today,



Officers and Executive Board Members of Local 1365 CWA for 1963-1964 term: Seated, left to right: Evelyn Nielsen, Treasurer, Frank J. Talarico, Vice-President, Joseph F. Sweeney, President, and Betty A. Lewis, Secretary. Standing, left to right: Paul Winn Ryan, Arthur J. Charbonneau, Charles F. Haig, Rita Jean, Francis A. Behan, Paul A. Marcotte, Jr., Anna O'Connor and Richard M. Hayes. (reprinted from April, 1963, Valley Echo)

cate matters even further, there was no dues deduction, and the steward body had to help collect the dues to support itself. But if you had the chance to talk to the first stewards as I did, they would tell you that the real threat was the fight to maintain the representation rights at the "Valley."

Prior to the formation of the AFL-CIO, it was every union for itself. It was not uncommon to have a raid by one union on another. The International Brotherhood of Electrical Workers, otherwise known as the "IBEW," was the greatest threat for the Merrimack Valley Works at that time. As new facilities opened, the organizing and turf fights would start all over again. "Escape clauses" were another roadblock to contend with on the part of the union. At that time the "escape" allowed a person to withdraw member-

you will see the effort placed on job security. Job security doesn't mean an employment guarantee, but it does include things like the AT&T transfer system (ATS), AT&T rehire system (ARS), and Facility Closing.

Those aren't the only differences from the early years. The workforce was predominately women in the fifties and sixties. Now the ratio is fairly well balanced.

The early union was instrumental in protecting employees and trying to make their quality of life better. Now the goals have changed. In addition to protection of the employees as the union sees it, they are focused on maintaining job security and medical benefits.

The relationship between the company and the union has undergone some significant changes as well. The

position of the leaders in the company in the fifties and sixties was not particularly cooperative. The union, on the other hand, took the traditional positioning tactics. Cartoons were used to "bust the company's chops" as one old timer put it. Today, the company and the union function in an atmosphere of understanding and cooperation, and the two are trying to work towards achieving the company's goals and objectives, yet taking the union's and the employees' needs into consideration. The efforts that Jack McKinnon and his management team applied to avert the ugliness of the recent downsizing at the Merrimack Valley Works is a good example — it shows that we aren't just numbers; we are people and the "backbone" of AT&T, Merrimack Valley. I believe if we continue to work as a TEAM, we will surpass all of our competitors, and the Merrimack Valley Works will prosper once again.

Some of the readers may identify with the following slogan: CWA - THE COMMUNITY MINDED UNION. That is how it was known in the 1960s. Joseph Bierne, President of the CWA Union, was very active in the community. He led the way by his personal example. Joe Bierne had an affinity for this area and was often here to lend a hand to the new local. Joe Bierne was also the first labor leader to receive an honorary degree from Merrimack College.

During that same time frame Harry Snook was the General Manager of this location. Harry also gave of himself to the community, an effort that has continued through the years and is still an important concern of our Vice President.

There is much more to write about the union and the people who made it work in the early years and who keep it going today. Perhaps this capsulized view can whet the appetite of our history buffs and send them off in pursuit of more information.



As we celebrate our 50 years at Merrimack Valley, let's look at 25 of them through the eyes of Jean Hanson, Executive Secretary, Local 1365 CWA.

February 17, 1969, was a fortuitous day for Local 1365. It was the day that Jean Hanson was hired as the executive secretary reporting directly to the

Local president. This position is not to be confused with the "elected" secretary of the union.

The president at that time was none other than Joe Sweeney (you all know him). Since that day, Jean has supported Joe, Mike Grieco, Ed Kneeland, Frank Tarlrico, Dan Beauregard, Ron Ferris and now Joe Belanger. That is an impressive and varied line of presidents.

"As each president left office, they took a piece of my heart with them," says Jean.

I asked her to share how she felt on her first day with the new local. (We all know how intimidating a new job can be). With a smile, she just calmly stated that she was frightened; after all, she had never been associated with a union before. As a matter of fact, her family and friends tried to dissuade her from taking the job. Not one to let that go by, I asked her if she was still frightened. Her unequivocal response was, "No, and I have no regrets, I love my job."

Looking back, she has seen negotiations, labor stoppages, renovations and additions to the office, many local elections (ask her about the election in a trailer), formation of the Retirees' Club, retirees' outings, and, of memorable note, the 25th anniversary of Local 1365.

Membership was at 3000 in 1969, peaked at 8500 in the early '80s, and returned to 3000 in 1993, coming full cycle. Jean assisted the fledgling sister Local 1366 set up their office in 1980, and she still is a viable resource for them.

Through all that change, Jean, the only full time employee of the Local, has remained steadfastly loyal to the presidents of Local 1365 CWA.

"Whoever sits in that chair has my support and loyalty," says Jean.

Changing times — the union, people, company, local area all have changed. It is a frightening thing to witness when you feel the turmoil. Jean sees that we, meaning everyone, may have forgotten our grassroots, the need for unity, and our common goal. I asked Jean to explain the "common goal" as she sees it.

"That's easy," says Jean, "It is the betterment of everyone — the union, the company, jobs and the Merrimack Valley."

When asked to share the "best" of her career with Local 1365, Jean replies, "Meeting so many people from all walks of life is the best thing that has happened to me."

If you have an occasion to call the union office and hear, "CWA, may I help you?" chances are you are speaking to Jean.

by Joyce Kneeland

Into the future

A look at future trends in telecommunications and how they may affect Merrimack Valley

When the astronauts first landed on the moon in the early 1960s, what most impressed them was the smallness of our world set in the vastness of the universe.

Likewise, the capacity in telecommunications from the '60s transcends itself from what was then barely perceptible to today's mind-boggling capacities that speak to us about trillions of bits per second — from the plain old telephone connecting two people in a conversation, to the conversant abilities that combine voice, data and video into buzzwords such as "virtual reality" and "interactive video."

As the astronauts gazed unbelievably at this new universe, we look with wonder today at the business of telecommunications and ask where the future is headed.

In 1956 Bell Labs developed a transistor that allowed 2,500 simultaneous calls on a single line. It replaced the vacuum tube. Today's lightwave transmission systems send information at the rate of 3.4 billion bits per second, equivalent to nearly 50,000 simultaneous phone calls, on a single pair of fibers.

A decade of tremendous growth in capacity leads technology to new areas of synthesized voice, speech translation and photonics that promise real futuristic development with switching, wireless and broadband inventiveness, all attained with digital technology. The PC that this story was written on probably has more intelligence and memory than mainframe computers of the late '70s and early '80s.

In other words, as we grow our knowledge electronically, the network resources increase, bringing more uses down to the level of the general population. This is especially true of

video. The common term we all hear — fiber to the home — is where network architecture replaces the plain telephone availability, turning voice, data and video into a "personal communicator" approach, which happens to be AT&T's most recent end-user product introduction — bringing to light the innovations to come.

No matter where one turns today, the deployment of new products is touted as revolutionary. John Mayo, Bell Labs president, says, "ISDN will begin the work-at-home movement."

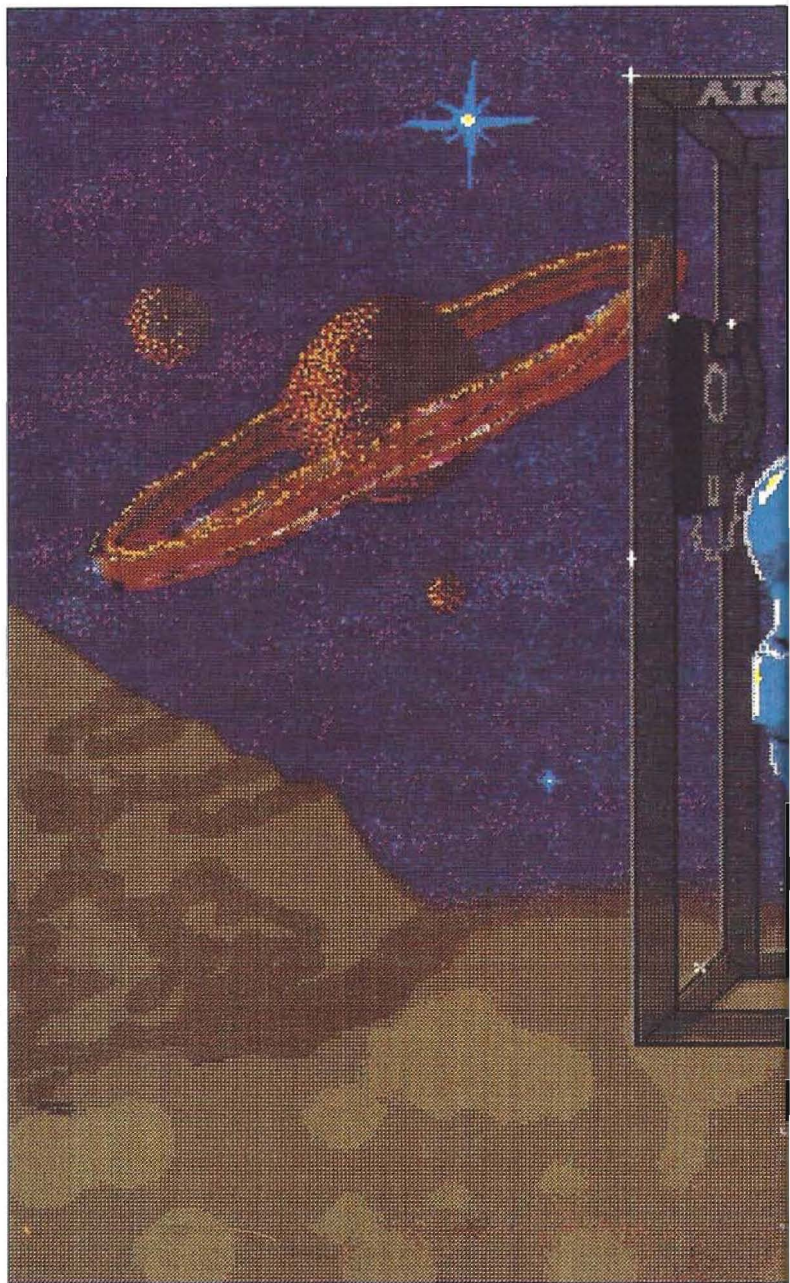
Much has been written about the increases of terminal functionality brought about by software development. Most terminals, as we look to future trends, will combine voice, data and image communication on one line, using the ISDN standard.

It is this standard that is identified with Merrimack Valley's DACS, Lightwave and Multiplex products in the "2000" family.

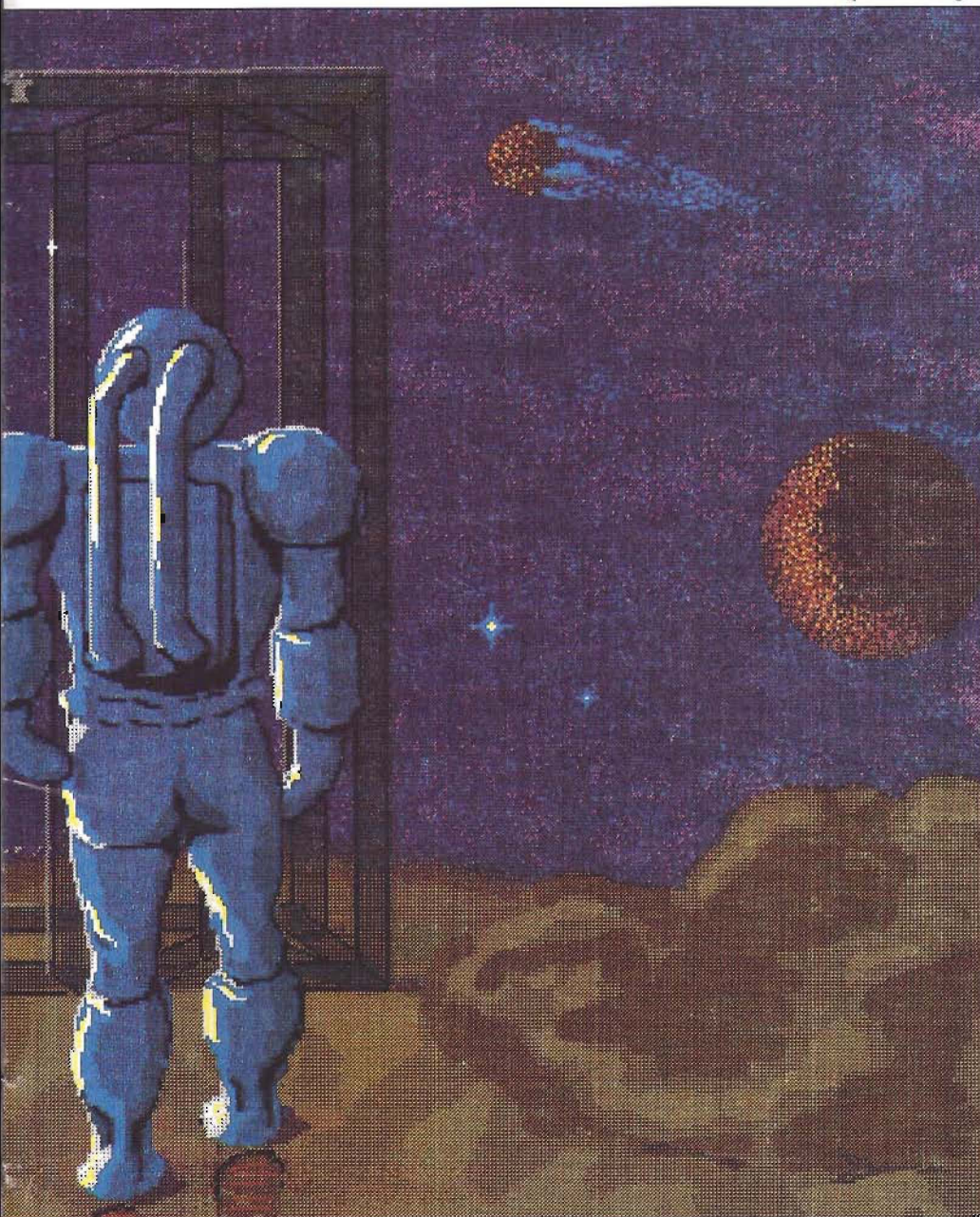
The year 2001 is firmly implanted in our minds because of the movie of the same name, but the producers of the

movie, Stanley Kubrick and Arthur Clarke, had no idea in the '60s that in 1993 the microwave towers would be replaced in favor of tiny threads of glass.

Now that light beams carry messages in billionths of a second, it seems that



Ron Quinn drawing



the next dramatic step will come by multiplying wavelengths. The future requires more versatility, and billionths of a second is the highest of speeds. Multiple wavelengths are the result of several frequencies or colors, all sharing the same fiber, just as many

different radio signals are on the same AM or FM band. The spectrum available on a fiber could conceivably support a thousand signals, each transmitting at a gigabit (1 billion bits) per second. The startling realization is that we have only used one-tenth of one

percent of the bandwidth that is available based on these figures.

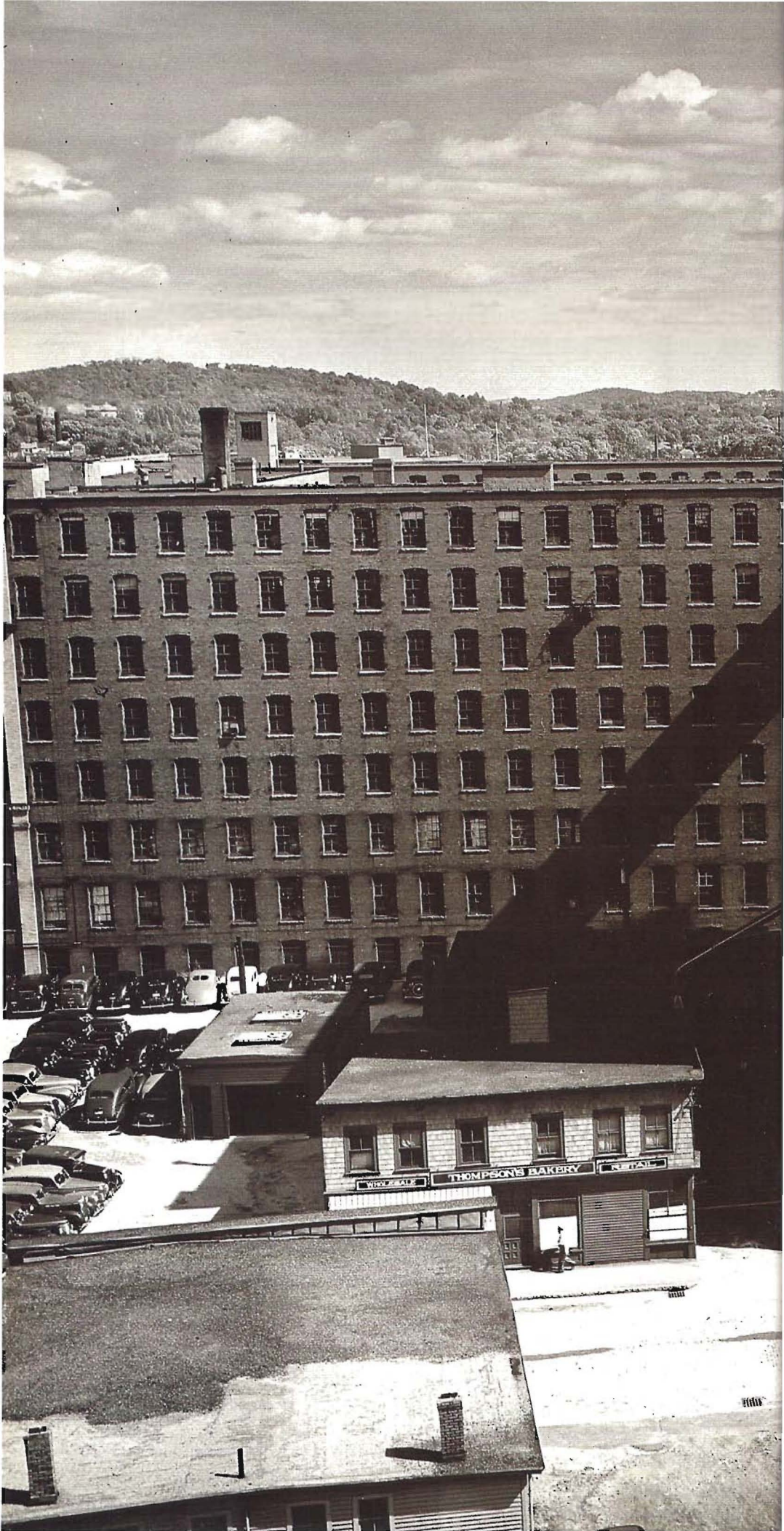
AT&T's July 12, 1993, announcement of the development of the optical amplifier added another technological breakthrough to its long-distance network. The amplifier is manufactured at Merrimack Valley. Optical amplifiers use hair-thin glass fibers treated with the rare earth element erbium to boost light signals, and they have been installed between San Francisco and Point Arena, California, where it connects to an undersea cable to Japan.

The standard for meeting future communication demands using multiple wavelengths is SONET (Synchronous Optical NETwork), along with ATM (Asynchronous Transfer mode) for determining the way the streams are shared among many diverse users. The ATM standard is analogous to the way the post office handles mail — people and computers will communicate by “mailing” little packages of information. For video or audio, you would simply lease a gigabit per second for a microsecond, and when your “packet” traverses the network the bits are sent at 155 megabits per second. But when your packet is completed for movie, information, or other contents, the network turns its attention to someone else's packet.

There is a powerful technology waiting to be tapped, worldwide. The concept is impressive and will succeed to the extent business, entertainment and other economies around the world embrace it.

But for now, what we remember of the world of Dick Tracy and his wristwatch communicator is fact, not fiction.

Merrill Whiting, Public Relations



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