

WESTERNER

Omaha Works
September/October 1987



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On the cover

Bonnie Anderson (from left), Pam Raabe and Edie Riester (seated) know how important quality is on the job not just during October as National Quality Month but all year long. Together with the other members of Quality of Work Life Circle No. 6, they came up with a solution to a problem that was holding up the shipment of 310 central office connectors and costing the Works money. A bracket used to enclose connectors for wiring is now manufactured in house, not by an outside supplier. Solving problems like this and improving quality in manufacturing is more important today than ever. For more, turn to Page 6.

WESTERNER

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Policy council shares views with employees

The president of AT&T Network Systems said exactly why members of the Business Policy Council came to Omaha: "To meet you and get your input about how we're doing our job and what you'd like to see us do."

Wayne Weeks and five other members of the Network Systems council met with a cross-section of employees in the auditorium in late September. That same morning the group met with Quality of Work Life representatives and toured shop areas.

With council members seated on the auditorium stage, employees asked questions including: How cost-effective is consolidating payroll out of Atlanta? Has the council considered a substitute for wage incentives?

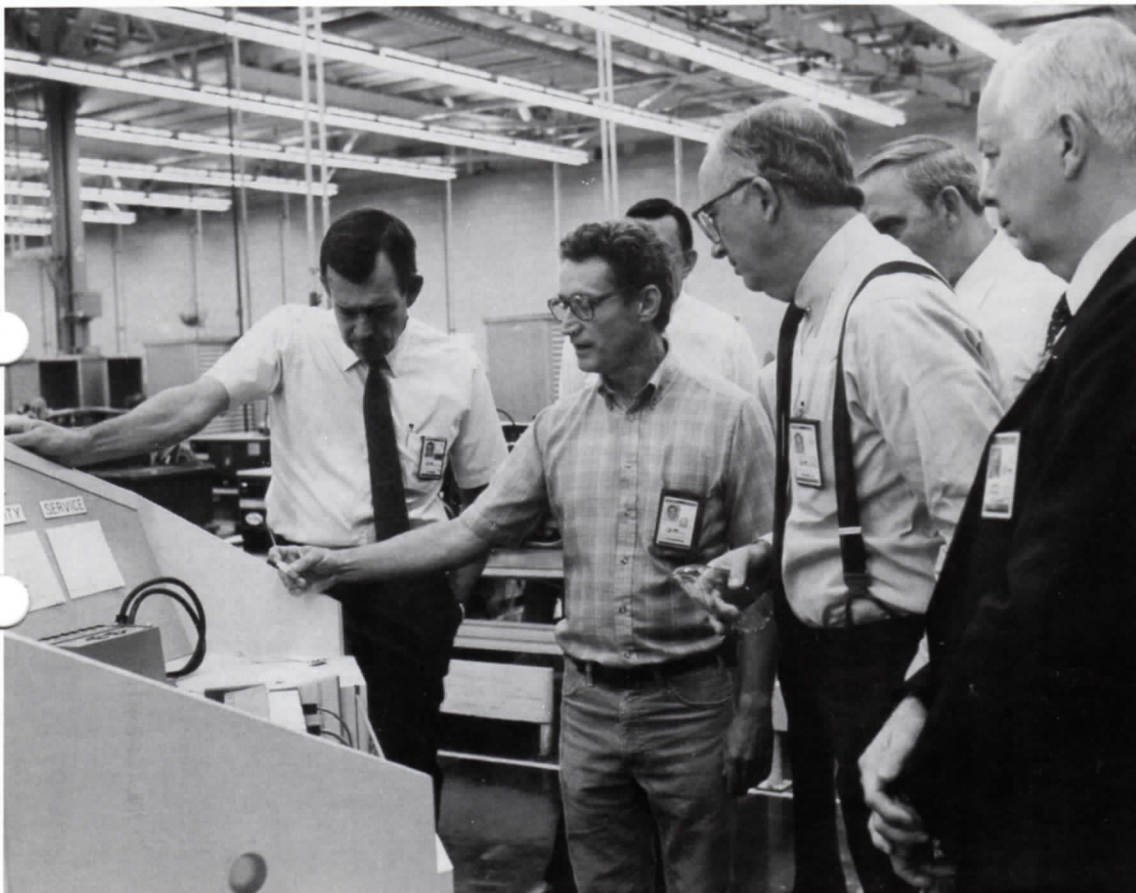
One employee asked whether the Omaha Works would be considered for a high-tech manufacturing operation, or if we are

locked into cable, wire, metal fabrication and apparatus. He was told that the company looks "for the best fit for a product and wouldn't hesitate crossing over the so-called lines."

The council was formed shortly after divestiture to manage and resolve problems within Network Systems. The council visits field locations because "we found sitting back in Morristown trying to solve these issues isn't the best way," Weeks said.

Accompanying Weeks to Omaha were council members John Mayo, AT&T Bell Labs executive vice-president; John Mattern, Network Systems vice-president of finance; Jack Schlegel, director of business operations; Jack Stavert, vice-president and assistant general counsel; and Bill Marx, executive vice-president of marketing and customer operations.





SHOP TOUR . . .
Sonny Brown (above, right) shows Wayne Weeks a tandem insulate line. Other employees talked with council members as they toured the shops. On the opposite page, Louise Nissen explains how Jan Tomes wires 76 blocks for 40-type cabinets. On this page, starting at upper left, are employees Betty Snodgrass of the injection molding area; Paul Challgren in the vault area and Bob Fitzsimmons at the DSX display.



Olson affirms EO policy

The following is a statement issued by Jim Olson, chairman and chief executive officer of AT&T. It proclaims AT&T's Equal Employment Opportunity policy:

I believe that AT&T's Equal Employment Opportunity policy is good ethics and good business. They go hand in hand.

Treating each individual with dignity and respect has been a long-standing company tradition, as well as a corporate policy. It is a tradition and a policy we will continue to pursue.

It is AT&T's policy to:

- comply with both the letter and the spirit of all applicable laws and regulations;
- provide equal opportunity to all employees and to all applicants for employment;
- take appropriate affirmative action to make equal opportunity a reality;
- prohibit unlawful discrimination or harassment because of race, color, religion, national origin, sex, age, physical or mental disability, or because of one's status as a special disabled veteran or veteran of the Vietnam Era, in any employment decision or in the administration of any personnel policy;
- prohibit the use of a person's sexual orientation or

marital status as criterion in personnel decisions;

— ensure maximum opportunity is afforded to all minority- and women-owned businesses to participate as suppliers and contractors of goods and services to AT&T;

— advise employees of their rights to refer violations of this policy to their supervision or to the appropriate AT&T organization charged with the administration of the Equal Employment Opportunity policy without intimidation or retaliation of any form for exercising such rights.

I expect all managers throughout AT&T to comply fully with all aspects of this policy, and to conduct themselves in accordance with the principles of equal opportunity.

In addition to compliance with the law of the land, such commitment will serve AT&T — and all who work for it and with it — well. It will continue to make us a company that attracts and holds the very best employees and enables them to contribute their best. It will continue to make us a company whose employees can best meet the growing and demanding needs of customers around the world.

I believe that AT&T can afford to do no less — **J. E. Olson**

Set a record, win a prize

Who needs the Guinness Book of World Records when we have records of our own to compile right here at the Omaha Works?

Introducing the Westerner Record Setters Awards competition: It's an opportunity to bask in the spotlight for highly acclaimed achievements or little-known (or better-left-unsaid) feats of accomplishment.

You are invited to review the contest's categories on the opposite page, then stake your claim on the biggest, the mostest, the bestest or whatever else makes you a standout in a given category. Prizes will be awarded to the record setters judged for each category. (The public relations department reserves the right to disqualify an entry or select a winning entry when a subjective judgment is required.)

The contest is open to all Omaha Works active and retired employees. The categories offer a broad range for boasting, including a "name your own" division. You may enter as few or as many as you want, but only one prize will be awarded per person. And remember, you may hold the record in a given category, but you won't win the prize unless you enter. Now is no time to be shy.

All entries must be received by Nov. 30, 1987. Send or bring them to Linda Ryan, Public Relations, Dept. 522 (P.O. Box 37000, Omaha, Neb. 68137). If you need more room to describe your claim to fame, write it down on an extra sheet of paper and attach it to the entry. If you are a retired Works employee, be sure to include your home address and telephone number.

Winners will be announced in the January/February 1988 edition of the Westerner. Good luck!

Name: _____

Dept.: _____ Shift: _____

Ext. _____

Entry form: The Record Setters Awards

Enter as many categories as you wish:

1. Most departments worked.
I have worked in _____ departments since joining AT&T in _____.

2. Most unusual job before joining AT&T.
Before I began working for AT&T, I once worked as a _____ doing _____.

3. Longest commuting distance to work.
I live _____ miles from work, a one-way commuting time of _____ (minutes, hours).

4. Lowest starting wage/salary with AT&T years ago.
In 19____ I started working for AT&T at \$____ per hour/week.

5. Longest retirement.
I have been retired _____ years from AT&T, where I worked as a _____.

6. Employee with longest name.
There are _____ letters in my full name, which is _____.

7. Most schools attended.
I have attended _____ elementary schools, _____ high schools and _____ colleges/universities/vocational schools.

8. Most embarrassing moment that's publishable.
I was most embarrassed when _____.

_____.

9. Most awards won.
I have won _____ trophies, awards or contests.

10. Youngest grandparent.
I was a grandparent at age _____.

11. Most famous/impressive relative.
I am related directly to _____, who is known for _____.

12. Oldest car driven.
I regularly drive a (year and make) _____.

13. Most states visited.
I have visited _____ states while on vacation (company business trips excluded).

14. Highest bowling game.
I once bowled a _____ game.

15. Most times to see the same movie.
I have seen _____ (movie) _____ times.

16. Most unusual hobby.
My hobby is _____.

17. Proudest moment.
Nothing made me so proud as the time when _____.

18. Smartest thing.
The smartest thing I ever did was _____ because _____.

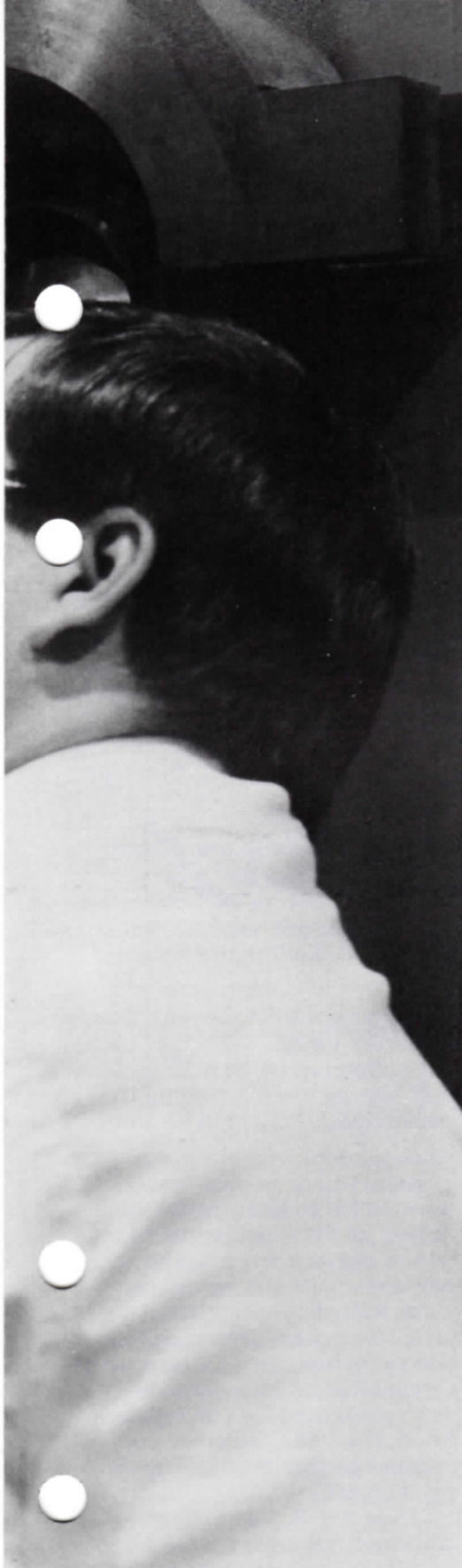
19. Most hours exercising.
I devote _____ hours per week exercising. I like to _____ (jog, walk, lift weights, etc.).

20. Name your own.
I may not set the record in the categories listed here, but I do hold the record in _____.

Deadline:
Bring or send this form to Linda Ryan, Public Relations, Dept. 522, by Nov. 30, 1987.







QUALITY without the cost

The blue flag emblazoned with a large golden "Q" flying on the Omaha Works flagpole is a reminder of the Works' commitment to quality. It is being flown during October in observance of National Quality Month.

Activities during October highlight the observance. Guest speakers have been scheduled to make presentations on quality, one of them being Fred Topor, vice-president of manufacturing for Network Systems Media.

A series of seminars — a Quality Data Expo — is being offered to technical-professionals throughout the month. Seminar topics range from quality reporting systems to new technologies which may affect process control.

But when the month is over, the emphasis on quality will continue. In fact, the focus on quality will intensify in the months ahead, according to Jim LaFollette, quality manager.

The reason is the change in the way we must do business in a competitive environment, he said. Reducing inventories, eliminating waste, increasing productivity and improving service are essential to success. Toward that end the Works has embraced the industry-wide philosophy of Just in Time (JIT) manufacturing.

Just in Time manufacturing — or JIT — puts a renewed emphasis on quality. One of its major thrusts is to dramatically improve quality while reducing its cost, such as the cost of inspection, rework and scrapping

unacceptable products.

LaFollette outlined the basics of the JIT philosophy: To eliminate waste, to focus on quality at the source and to respect the needs and acknowledge the contributions of employees.

In its quest to eliminate waste, the Works is making further inventory reductions, he said. Inventory adds cost to a product without contributing to its value. One major way the Works plans to reduce inventory is to reduce set-up times, allowing smaller production runs.

Quality at the source involves "making it right the first time" — for example, by strengthening our supplier quality program and cross-training operators. When problems arise, the approach is to "stop and fix" them instead of letting someone else worry about them.

The third basic element of the JIT philosophy, which LaFollette describes as the "respect for the people side of the business," has as its goal total involvement by all employees. It is here that a second manufacturing philosophy fits in: Quality Architecture.

Quality Architecture is a structured program of employee teams from all levels who focus on early problem solving and improving quality at the source. This structure is being used to put the elements of the JIT philosophy in place.

Employee involvement is taking
(Continued on Page 8)

TIMESAVER . . . Planning engineer Dan Svoboda (right) and Ed Ruth of Dept. 283 examine an extruder crosshead and clamp used on a small-pair D inside wire jacketing line. They are looking for ways to reduce changeover time.

Quality without the cost

(Continued from Page 7)
ing several forms. Management personnel are attending training sessions on JIT manufacturing. Pilot projects employing the JIT and Quality Architecture strategies have been set up in the cable shop, Depts. 281 through 284 (small-pair D inside wire manufacturing), and in the 40-type cabinet shop, Dept. 269.

Operating employees in these departments are attending training sessions and "lead people" are working closely with engineers and designers to reduce set-up times in the initial stages of the project.

As more operating departments become involved in the JIT and Quality Architecture philosophies, employees will notice two major changes. First, there will be less opportunity for problems to remain masked. "Operators can be assured of a quicker response to problems," LaFollette said, because there will be no inventory buffer to cover for quality problems.



IN BUILDING 30 . . . Gary Babel assembles a 40-type cabinet door. Babel works in Dept. 269, a pilot project area for JIT and Quality Architecture..

Second, individual operators will find that communication between operations will be much more critical than it has in the past.

"We've got to make sure that whatever we do — each of us — our actions must be actions that will go toward ringing the cash register," LaFollette said.

Awards go to QWL circles

Just how much Omaha Works Quality of Work Life (QWL) activities have grown was emphasized at the third annual QWL Recognition Day program held in September in the auditorium.

Exhibits detailing quality circle projects were plentiful and

most of the people in attendance wore brightly colored QWL T-shirts — a sure sign of membership in the growing number of circles, now totaling 21.

More than 2,500 Works employees are now represented by a quality circle. The purpose of the Recognition Day program was to highlight contributions circles have made to improve the quality of the work environment. Documented circle project cost savings since January 1987 amount to more than \$73,000.

The program featured guest speaker Sister Marie Micheletto of the Religious Sisters of Mercy, a therapist with the Omaha Archdiocesan Consultation Service. Members of the audience

were called to the stage to play a "Circle of Fortune" game in which players were asked questions concerning quality.

An awards presentation for circle achievements capped the program. Two Outstanding Circle of Excellence awards were presented — one to Circle No. 5, the "SLC 96'ers," and another to Circle No. 6, "Changing Times."

Circle No. 7, "The Wire Winders," won a Circle of Excellence award and Circle No. 14, "The Planners Paragon," received a Circle of Merit award. Department chief Herb Streng was presented a special Recognition Award for his support of QWL efforts during the past year.

Drive pledges add up to lots of change

It's not often that you can get "change for your dollar" these days, but that's what contributors to the United Way/CHAD (Combined Health Agencies Drive) campaign get this year. The "change" is for the better in the lives of people who are helped by agencies funded by United Way/CHAD.

Omaha Works employees who contributed to the recent in-house fund drive will get change to the tune of \$528,000 they pledged to the drive. The money will be allocated to agencies and organizations affiliated with United Way or CHAD. This is the first year that United Way of the Midlands and CHAD have combined their fund drive efforts.

This year there was no in-house campaign goal, but the amount pledged compares

favorably with support given in past years, said Dr. Richard Barry of the drive's planning committee.

"We let people conduct their own campaign this year," Dr. Barry noted. "How they choose to give was their decision." Employees were asked to continue or increase their present levels of giving if they could, and if they were not United Way participants they were asked to reconsider their decision.

"We think they came through for us," he said.

Working with Dr. Barry on the committee to organize this year's fund drive were Pat Nicholson, Frank Possinger, Kathy West, Ron Johnson, Kathy Fink, Frank Markesi and Paul Pickrel.

Survey: How you responded

Last year the United Way of the Midlands surveyed Omaha works employees for their opinions on how contributions are used. More than 300 employees responded — better than half of those asked to participate. Some of those responses are reviewed below. (Note: The Combined Health Agencies Drive — CHAD — was not a fund-raising partner with United Way when the survey was taken.)

9. Out of each dollar given to United Way, how many cents are used to help people? The choices were in six categories, ranging from zero to 20 cents of each dollar to 81 to 100 cents or "don't know."

A. Fewer than 17 percent of Works employees thought 81 to 100 cents went to services, 32 percent marked "don't know" and about half thought anywhere from zero to 80 cents. The fact is that in 1986 about 87 cents of every dollar contributed to United Way went to services.

9. Who is most knowledgeable in deciding how much money each agency should receive, and who really decides who gets funds and how much?

A. From the choices listed, 49 percent of the employees thought a local volunteer committee would be most knowledgeable; 18 percent thought the United Way staff; 11 percent didn't know and 22 percent indicated either contributors or receiving agencies. However, 42 percent of employees thought the United Way staff had actual decision-making and funding authority. The fact is that a series of local volunteer committee groups and a volunteer directing board research and decide how funds are to be allocated — not the United Way staff — a process involving more than 150 volunteers from the community.



CHECK THE FILES . . . Omaha Works employees picked up their campaign packets during the annual United Way rally which was held in the auditorium.

etc.



Bob McKulsky

McKulsky promoted

Bob McKulsky has been promoted to department chief of Depts. 541 and 544. His responsibilities include plant maintenance and construction. McKulsky formerly was a section chief in the department.

His promotion was effective Sept. 1.

New in town

Joe Muzic has been assigned to the Omaha Works as a representative of the company's Quality Management Services Division.

His job is to visit vendors' work sites to check the quality of their operations and the finished product. Muzic's job complements and enhances the other forms of quality control and inspection performed by Omaha Works staff members.

Gourlay earns rating

Tom Gourlay, a scheduling specialist in Dept. 532, has been awarded a CFPIM rating, which means he is a certified fellow in production and inventory management. The designation is granted through the American Production and Inventory Control Society (APICS).

Gourlay is the first Works employee to earn the designation and is one of just a few in the country who are certified fellows. Last year he passed a series of rigorous tests to achieve certification through APICS. To become a certified fellow, he passed additional tests and ranked in the 85 percentile or better.

Certification designates expertise in the areas of production and inventory control.

EMT certification

Fourteen members of the Omaha Works Fire and Rescue Brigade have been recertified as emergency medical technicians (EMTs). Federal law requires that EMTs be recertified every three years.

To obtain the recertification, the brigade members completed 110 hours of course work over a period of six months. In addition, each participated in 10 hours of in-hospital training.

Course work included training in cardiopulmonary resuscitation (CPR) and advanced first aid. They studied all aspects of emergency rescue, including the

handling of hazardous materials and extrication techniques.

The brigade members who have been recertified are the following:

First-shift members — Bob Belik, Dept. 281; Dennis Bagley, Dept. 285; Ernie Belik, Dept. 541; and Steve Kush, Dept. 541.

Second-shift members — John Herrmann, Dept. 221; Gary Williams, Dept. 546; Darwin Fager, Dept. 545; Donald Luben, Dept. 221; Jim Sweeney, Dept. 284; Jerry Engel, Dept. 545; Jack McKinney, Dept. 285; and Brad Cramer, Dept. 545.

Third-shift members — Mike Hrdy and Tom Schliffke, Dept. 546.

Suggestions accepted

There were three big winners in the Employee Suggestion Program in recent months, with each award amounting to more than \$1,000.

David Howell of Dept. 541 was awarded \$2,945 for his idea improving the operation of a high-speed annealer. Dorothy Stika of Dept. 269 earned a \$2,875 award for her suggestion on how to reduce repairs and adjustments on a cutting tool. Carl Moore of Dept. 285 proposed a way to recover parts that had been improperly tin plated. For his idea he was awarded \$1,110.

Other awards were presented to employees for their suggestions. They included: Daphne Harris, Dept. 266, \$480; Charles Miller, Dept. 544, \$480; John Barnes, Dept. 285, \$460; Lonnie House, Dept. 268, \$395; Larry Carnicle, Dept. 269, \$315; Michael Boruff and Gerald Peterson, Dept. 269, a joint award of \$282.50 each; and Dennis Angleton, Dept. 286, \$215.

Retirements



Ernest Freitag
27 years



Lee Graves
29 years

Not pictured:

Elvin Chandler — 18 years
Thomas Cutler — 19 years
Robert Fitzgerald — 22 years
Harold Kozisek — 18 years
Robert Morford Jr. — 28 years



Carl Moore



Dorothy Stika

Westerner

Service anniversaries

40 years

R. A. Cummings 10/25

35 years

R. J. Cieccko 10/28
V. D. Janecek 10/20
E. J. McLean 10/20
F. M. Waniska 10/23

30 years

H. M. Atchison Jr. 10/14
H. A. Block 10/7
G. D. Callahan 10/15
R. L. Carlson 10/7
R. W. Glaseman 10/21
T. J. Piccolo 10/29
C. D. Rohman 10/2
M. E. Scheibelhofer 10/14
D. A. Vojtech 10/7
E. L. Drvol 11/18
W. R. Gewinner 11/4
D. M. Matthes 11/24
V. Orso 11/20
W. E. Parks 11/29

25 years

D. W. Angleton 10/1
B. K. Boll 10/31
D. L. Golda 10/22
R. B. Grego 10/22
D. S. Haase 10/8
M. C. Howard 10/30
R. L. Jansen 10/16
J. E. Jones 10/13
M. G. Kmiecik 10/26
S. W. Kuhr 10/22
J. E. Loukota 10/15
M. McBride 10/25
E. F. Panique 10/14
R. A. Proctor 10/15
R. R. Rockwell 10/2
J. L. Wessling 10/1
M. M. Kennedy 11/15
P. W. Peitzmeier 11/17
S. H. Schultz 11/29

20 years

J. A. Anthony 10/16
S. G. Bailey 10/16
L. L. Brittell 10/9
P. P. Carnes 10/30

M. S. Craft 10/12
I. B. Dixon 10/2
C. J. Dolleck 10/30
J. E. Dostal 10/23
D. A. Engel 10/11
S. L. Foster 10/3
R. J. Faust 10/25
J. N. Frank 10/9
E. C. Goodman 10/23
J. R. Hall 10/16
F. D. Herink 10/12
A. G. Hicks 10/4
J. E. Hiser 10/2
J. E. Huladek 10/5
N. Mickles 10/9
K. M. Palu 10/28
W. C. Phillips 10/5
C. M. Rush 10/2
L. P. Schlautman 10/30
H. J. Sharp 10/25
A. H. Smoot 10/2
E. D. Stock 10/9
M. L. Swillie 10/11
D. V. Szertwitis 10/17
M. A. Welch 10/9
L. V. Williams 10/30
F. C. Woodrum 10/23
B. D. Wortman 10/2
S. A. Wright 10/23

M. N. Adamiak 11/3
W. H. Bader 11/6
V. G. Barker 11/8
R. I. Browns 11/1
E. M. Flott 11/28
G. H. Friesell 11/14
H. H. Holck 11/6
P. P. Kight 11/1
R. L. Ludlow 11/27
G. A. Mulder 11/28
J. C. Stroy 11/8
B. Stuto 11/6
D. O. Trost 11/13
T. M. Vacanti 11/13
D. L. Wineinger 11/6

15 years

T. S. Cronin 10/3
K. M. Landrum 10/23
S. B. Mefford 10/3
D. B. Sirian 10/9

10 years

M. P. Black 10/17
D. M. Horner 10/10
L. R. Ryan 11/1

Watch out for goblins

Soon children will be on the streets in their costumes in search of goodies. In the excitement of Halloween, children can forget how to be careful.

The National Safety Council has these reminders for motorists on the "hallowed eve":

— Slow down in residential neighborhoods and obey all traffic signs and signals.

— Watch for children walking on roadways, medians and curbs. Youngsters in dark costumes are difficult to see.

— Be prepared for children to dart out into the street at any time, especially from between parked cars.

— Enter and exit driveways and alleys carefully.

— Make sure your headlights are clean and working so you can see and be seen.

— If you are driving children on their trick-or-treat rounds, be sure they exit on the curb side, away from traffic. (Make sure they have been wearing their seat belts, too.)

— If you are on the way to a costume party, do not wear your mask while driving and avoid costumes that make it difficult to move your arms and legs.

The council also reminds parents to make sure their children know they should stop only at well-lighted houses along a familiar, established route. Children should be told not to enter a stranger's home. Each child should have change for a phone call in case there is a problem away from home, and parents should set a time when children are expected home.



Last frame

Nobody likes to be kept hanging — unless, of course, you happen to be on a swinging

ride at Peony Park. Employees and their families dangled in delight on one of the park's newer rides during the annual company picnic.

More than 3,500 employees and their families turned out for the picnic that was held Sept. 20. This was the first year that

the picnic was open not only to Omaha Works employees, but also to employees of all AT&T entities in the metropolitan area.

Clowns, rides, games and music filled the day's activities. Only the hot air balloon rides were canceled due to winds.



AT&T
Network Systems

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