

# JIT Cell Design is Critical

When it comes to JIT cells and facility rearrangements and departmental moves, one group of people at Omaha is responsible for taking all the ideas and suggestions and design and engineering considerations and putting them together in a workable way. That group is the factory engineering organization.

Senior Factory Engineer JERRY LYNCH says the design of an area is critical to the success of a JIT cell because "the rearrangement of the facilities produces faster net flow of good product through the plant. As a result, we decrease the time the customer has to wait."

At the Omaha Works, these 19 engineers are under the direction of Department Manager JERRY SHEIL, who says "We're concerned that an area be designed in a safe, functional and reasonably economic way. But safety is always first."

Factory engineers plan work cells--finding a balance between suggestions made by operators, product engineers and managers and requirements for space, facilities, power, lighting and safety. It's a challenge to satisfy so many different needs and requirements.

Factory Engineer JERRY HOPKINS feels "You have to run each job just like it's your own business."

Other factors figure into the mix: benches and facilities must be comfortable, well-situated and operator-accessible; work cells must be designed to accommodate a pull system of production.

Factory engineers know how to handle a balancing act. They do it every day!

## Employee Involvement

*Today*

December 8  
1989  
Issue 4

Omaha  
Works



Factory engineers (l. to r.) Jerry Hopkins, Renee Garcia, Dick Runnels, Sr., Jerry Lynch, Mary Carpenter and Rick Windholz.

Factory engineering reports tradespeople will be busy doing major facilities modifications as well as maintenance during the holiday shutdown. Major emphasis will be in Building 50.

Vertical extruder mezzanines over the insulate lines will be removed to provide space for required improvements in the manufacturing process. New exhaust systems will be installed on several jacketing lines and the installation of new footage counters and test sets on the jacketing lines will be completed, resulting in major improvements in quality and material usage. A compound filtering system will also be installed in the Building 50 basement.



# Quality is so important

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Here's some recommended quality reading for the month. In the December feature article, Xerox Chairman and CEO DAVID T. KEARNS has been named Man of the Year by FINANCIAL WORLD magazine. Xerox has also been named the 1989 winner of the Malcolm Baldrige Award for Quality in Manufacturing.

Kearn's efforts at Xerox are a lesson in QUALITY. Says the article "What got Kearns started on a stem-to-stern quality upgrade was a shocking glimpse of oblivion: In 1978, Japanese competitors such as Canon and Ricoh were manufacturing office products for half of what it cost Xerox." Kearns insisted on daily defect reports, performance charts and quality memos. "Team Xerox" banners and quality slogans covered the walls. "Family groups" for problem solving became a way of life.

More specifically, Xerox's supplier base has been cut from 5,000 to 425; the defect-free rate on parts is now 99.96 percent, up from 92 percent six years ago; the product development cycle has been reduced from 25 to 50 percent; inventory is down from six months of production to less than one; and revenue per employee is up 20 percent.

Reprints of the article are available by calling Linda Enterline, ext. 3714.

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In a speech at the Nov. 16 Vendor Appreciation Luncheon, Manager of Omaha Works Quality GRAHAM SEITER addressed suppliers, telling them:

"Quality at AT&T is a strategy for winning customers in all the markets where we compete...The key measure of our success is how customers vote with their dollars."

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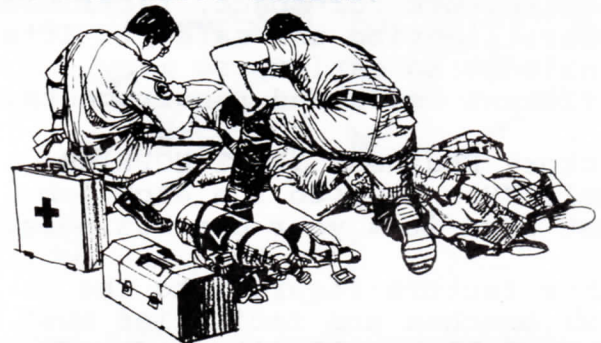


HAVE YOU WINTERIZED YOUR CAR and PUT YOUR WINTER EMERGENCY KIT IN THE TRUNK? Your kit should include a window scraper, blanket, gloves, scarf, boots, and a snow shovel. (Some folks say a AAA membership doesn't hurt, either!!!)

IT'S THAT TIME, AGAIN, FOLKS...Take it easy (now that the cold weather is here) when walking in the parking lots. Even though the pavement appears to be cleared and sanded, you never can tell. You can go down faster than you think. So wear appropriate footwear and take your time coming and going.

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Here's a great big 1989 thank you to the 27 men and two women who serve on the Omaha Works FIRE AND RESCUE BRIGADE. Fire Chief RICH SCHMITZ says this group of dedicated, trained volunteers responded to over 100 incidents during the last 12 months involving fire and medical emergencies. We're glad you're here, year-round, on all three shifts.



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Many Omaha Works employees are rounding out their careers at AT&T as 1989 draws to a close. You've been a very important part of AT&T for a long time. So from all your colleagues and friends, it's been nice working with you and we wish you many, many years of enjoyment and happiness in retirement.



# What is Certification?

It's important that each AT&T employee understand what certification is and how it works. So here's some background information which we hope you'll find helpful.

The primary concern of any company or organization must be the quality of its products and services. To be successful, products and services must be offered that:

- meet a well-defined need, use or purpose
- satisfy customer expectations
- meet and exceed quality standards and specifications
- comply with statutory requirements
- are available at competitive prices
- are provided at a cost that will yield a profit

An effective quality management system will satisfy the needs of both the customer and the company...in terms of risk, cost and benefits.

So how is this done? It's fairly simple in the theoretical sense. All employees working in an area are invited to participate in decisions affecting the manufacturing process. This is achieved by training each person and then empowering them with both the responsibility and authority to contribute to the operation in the area.

Certification teams have been established, consisting of interested hourly employees, one operating section chief, one SQC engineer and one product engineer.

NEXT ISSUE..The 18 elements in the certification process....

## QUOTE OF THE MONTH

Training is everything. The peach was once a bitter almond; cauliflower is nothing but cabbage with a college education.

--Mark Twain

IBU 572 (BOB WUSTRACK'S building entrance protector job) wanted to kick off their JIT campaign in a big way...so, in mid-November, certification facilitator BEA GUNIA threw one great break/party (with the help of MARY PEREZ and SANDY FITZGERALD) to mark the launching of the effort. (Bea has a great recipe for liver pate, if you'd like to give it a try.) The party was followed by an afternoon meeting where Planning Engineer CHERYL CINCETTI discussed the elements of JIT with all department members.



The whole gang showed up for the party, including certification team members (l. to r.) Bob Wustrack, Mary Perez, Tom McNulty, Gerry Stockwell, Bea Gunia, Sandy Fitzgerald, Jay Kahout, Bonnie Nicholson and Tom Schulte.

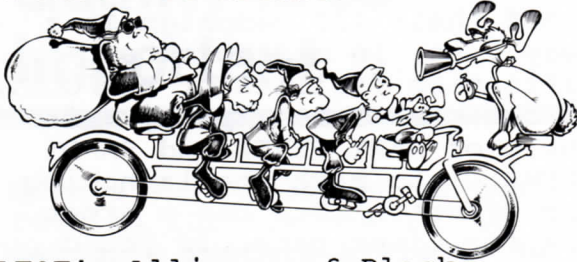
## Up, up and away!

The Safety Organization has announced the grand prize winners in the new Safety Awareness Program. The 12 winners each receive \$350 in airline travel for their short paragraph on "What Safety Awareness Means To Me." Winners are:

Arnie Kelson, 725; James Ellinger, 553-1; James Mach, 551-1; Ron Neneman, 581, Bob Ludwig, 782; Nancy Griswold, 573; Alice Lugert, 572; Larry Glasshoff, 571-5; Donovan Dirks, 583-7; Jan Zieman, 523; Lynn Nelson, 573-5 and Cheryl Cincetti, 083.



# This 'n that...



AT&T's Alliance of Black Telecommunications Workers is planning a benefit dinner, fashion show and dance on New Year's Eve. CHAMPAGNE ON ICE will raise scholarship money...For tickets, call MOZZELLA GRIGSBY (455-9577). The group's also collecting nonperishable food for the elderly and others needing assistance this holiday season. Cid Stinson has details on ext. 3413.

As a result of all-employee meetings in November, Training Supervisor BEVERLY CAVANAUGH and JIT Manager MERLE DINSLAGE report over 94 percent of the Works' nearly 3,500 employees have signed on the dotted line to indicate their commitment to change in the future of the Omaha Works. Be sure and read the information on the ALL-EMPLOYEE CONTINUOUS IMPROVEMENT PROCESS that will be arriving at your home during December.

OH, TANNENBAUM, OH, TANNENBAUM...If you haven't seen AT&T's Christmas tree in the lobby of Bldg. 20, it's worth a trip to see it... all glitter, brass and bows.

GET WELL SOON!!! LARRY TRITSCH, recovering from triple bypass surgery on Oct. 30...

According to DICK RUNNELS and GLORIA GRIMM, the Omaha Works' choral group--The TOUCH TONES--are on the holiday singing trail again. In addition to AT&T functions, AARON FALTIN has arranged a tour of local nursing homes. JUDY MALLORY is accompanist for the 20-member choir.

Have you seen the new AT&T logo on the front of Building 20? It's big and it's bright, and it lights up after dark...

New Year's Eve 1989-



make it a safe and happy evening!

1989 was a year of progress and change at the Omaha Works and 1990 promises to be an even greater challenge. As we look back on the year gone by and look forward to the new, let's keep in mind our common goal--quality, cost and reliability in both products and service. Working together, we'll get the job done.

From all of us involved with the publication of EMPLOYEE INVOLVEMENT TODAY, we wish you and yours all the joys of this holiday season and health and happiness throughout the new year.

*Linda Casherli*  
*Mule Ramute*  
*John Dick*  
*Joanne Benner*  
*Rebecca Smith*  
*Deborah Lawrence*  
*William C. Traugh*  
*John Danahue*  
*June Christensen*  
*Linda Esterline*  
*Marilyn Bette*

Why do Eskimos wash their clothes in Tide?  
 Because it's too cold to wash them out Tide.