

Here's what teamwork can do

Employee Involvement

Today

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Omaha Works

Take two Bell Laboratories engineers with the need for prototypes of plastic piece parts in a short time interval.

Add the skills of Omaha's: tool and die makers, design engineers and managers, injection molding engineers, operators and set-up people, as well as procurement and purchasing employees.

Round it all out with 9 weeks of planning, teamwork and cooperation. What do you have?

A group of professionals in New Jersey and Nebraska who conceived of, designed and built prototypes of three new terminal closure piece parts and began manufacturing in record time--only slightly over two months from idea to marketable product.

How'd they do it?

"Designers and toolmakers working together," according to Section Chief ROGER SPRICK. "That's what we're trying to accomplish so we can shorten all the intervals--from product conception to manufacture."

Under previous conditions, the design-to-build process could take in excess of two years. Design engineers typically completed the design without talking with the tool and die and manufacturing people until the design was complete and a prototype is needed.

"What we did differently was concurrent design and build," according to GARY KAHLER, machine and tool design engineer manager. "We fed the shop information about items with longer lead times so they could be ordered at the same time the tool was being designed." Design Engineers STEVE SMITH, HAROLD JONES, and Contract Designer JOHN NOVAK did the drawings at the request of the product engineer.

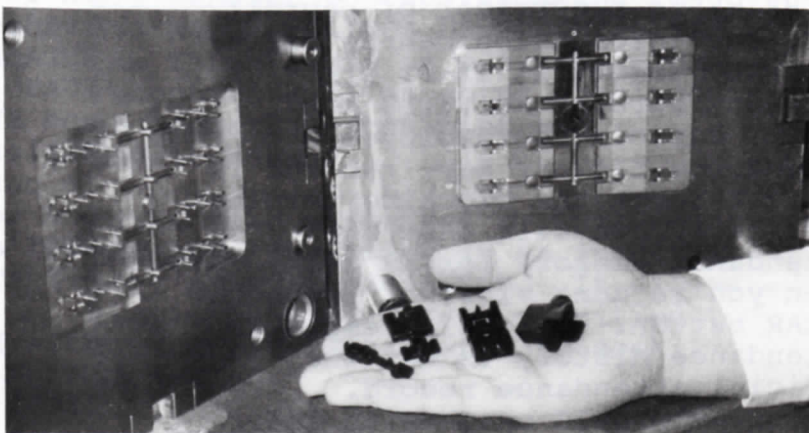
"It's complicated to turn the lines on a drawing into a product," says Works engineer BEN NEJAD. "We (Omaha) can do delicate tooling that requires close attention. Our people did a fantastic job. The Bell Laboratories engineers ARNOLD SMITH and CHUCK TANZOLA were very impressed with our people's efforts."

Concurrent design/build techniques mean constant dialogue between everyone--right down to the person running the injection molding machines.

There are enormous advantages to working together from the start--involving the prototype maker as well as the manufacturer in the product design from the outset. Suggestions can be made by all team members which can save time and money in the race to beat a competitor's product to the marketplace.



What a team!...(left to right, standing) Product Engineer BEN NEJAD, Toolmakers NORM THOMAS and RON BECKMAN, Operator JERRY POTE, Section Chief ROGER SPRICK, (seated) Toolmaker GENE DRVOL, EDM Operator HAROLD STAUB and Designer STEVE SMITH.



The plastic piece parts and injection mold are used in test probes and the slit cover for 105 aerial closures.

"We just set things aside and did it," states RON BECKMAN, tool and die maker. "(Every prototype) has changes that have to be made--this was a typical job in that way."

The location chosen to create a prototype generally has a better chance at doing the manufacturing as well.

A proud Ben Nejad says "Our shop beat the outside pricing and did it on time with high quality. We also got the Bell Labs people to believe in our shops. These people will do whatever it takes to finish the job on time."



BRIGHT 1990s!!!
AT&T continues to command a 68 percent chunk of the long-distance market, where technological advances are producing near

double-digit growth in unit volume and unit costs continue to slacken. Solid growth improvements are expected to push the company's earnings-per-share up by nearly 20 percent in 1990. Beneficial regulatory changes and the growing momentum of its UNIX-based computer business should help keep earnings expanding at a 17 to 18 percent compound rate over the next several years. AT&T surged 16 3/4 to 45 1/2 over the past 12 months... (Bear Stearns analysts) Barrons, 2/18.

ETAS News

Hourly employees can continue to call up their attendance records on the ETAS (Electronic Time and Attendance System) throughout 1990. KATHY WEST, supervisor of payroll, says the information can be called up from Tuesday at 12:01 a.m. through Thursday at 11:59 p.m. First, depress the employee attendance history key, run the ID badge through the clocking terminal and the screen will show the attendance history for 52 weeks. When you're done viewing, press the CLEAR button. (The ETAS employee attendance history is not the official attendance record. Employees should check with their supervisors if there's a discrepancy.

Omaha's purchasing organization has a new look following some rearranging of offices and work stations during the holiday shutdown. Purchasing Manager HANK DAVIDSON says "a team composed of a buyer and related expeditors will work together in the same office so they can better manage the products they buy and better serve the client." For example, Buyer WIN ANDERSON and expeditor HERB SHELTON will work together in the same office on purchasing material and parts for the cabinet areas.

Young people tour



AT&T Tradesmen WES ZAUGG (left) and CHARLIE FISCHER (right) demonstrate to Millard South students how a water grinder is used to resharpen tools in the tool room.

In late December, Works tradespeople KEN PARKER, JOHN HULADEK, CHARLIE FISCHER and WES ZUAGG and supervisors GEORGE WOODEN and KEITH ROGERS hosted fifteen Millard South students interested in pursuing careers in pipefitting and tool and die. Millard South is AT&T's partner school in the OPERATION PAYBAC program.

Nine high schoolers from the SOVIET UNION also toured the Works in late 1989. The kids were participants in an exchange program with Westside High School.

Work has begun on the Omaha Works quality standards booklet which will be distributed to our vendors during the first quarter...BOB BURDETT of the vendor certification group and RICH SCHROPSHIRE of purchasing and transportation are working on the project.

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Why we're working to certify

In theory, the certification program includes 18 elements designed to assure the success of each team. The first 3 of the 18 elements involve the creation of cell teams within each area and the establishment of a documentation process:

1. Management commitment and organization. A cell team in each area is designed to focus on quality improvement. Each team is charged with the task of setting goals, tracking progress toward those goals and reviewing quality results.
2. Documentation of the quality system. A quality manual is to be available in each area describing the IBU's internal procedures and elements of the quality program. All in-process and final product engineering requirements and workmanship standards are documented in manufacturing layouts. Supplementing these manufacturing layouts are appropriate operating manuals, temporary instructions and equipment supplier handbooks.
3. Control of design changes. The procedures for making all design changes are established, documented and practiced. Before products are shipped to the customer, all documentation is to be correct and complete.

NEXT TIME...control of material and manufacturing processes.

A task force will begin work this month to identify meeting spaces for employees working on JIT, quality certification and idea generation and implementation. Task force members include DALE WINEINGER (IBU 551), SONJA COLEMAN (IBU 552), LINDA METZLER (IBU 572), MAGGIE JOHNSON (IBU 573), CAROL RANGEL (IBU 581), SAM MARTIN (IBU 581), RICH DeCHRISTE (IBU 584) AND JERRY LYNCH (IBU 781).

The tops in training



Layout operators STEVE MONASCO (right), IBU 553, and DENNIS McCAULEY, (left), IBU 572, present the award of excellence in training and education to IBU managers BOB WUSTRACK (572) and LINDA DEMBOWSKI (553).

Hourly employees have presented IBU 572 Manager BOB WUSTRACK and IBU 553 Manager LINDA DEMBOWSKI with the first award of excellence "in recognition of on-going commitment to education, training and development."

Linda "was surprised by the award" and says "training is an important part of everyone's job. It allows people to grow. I am committed to giving people a chance to seek education."

Bob Wustrack feels "any chance we have of migrating the Omaha Works to world class manufacturing status lies in the acquired capabilities of our employees. Those capabilities will be acquired only by our commitment to training (our employees)."

The award will be granted each year to the IBU showing a long-term commitment to training and education as the basis of Omaha's future.

QUOTE(S) OF THE MONTH CLUB
"The difference between a .250 hitter and a .300 hitter is one more hit every 20 times up."

Cruising into the 1990s...



WE HAVE SOME PRETTY GENEROUS PEOPLE AROUND HERE...LIKE THOSE CARING FOLKS IN IBU 572-3...who donated \$100 from their coffee fund to the Child Saving Institute to provide Christmas dinner for several families.

LINDA VLCEK (IBU 1113) called us in mid-December about the gorgeous handmade Christmas tree skirt done by BERTIE LANGE (IBU 721). It's just another example of the multi-talented and giving people on our secretarial staff.

Recently-retired Pioneer President DICK WINTER reports two more hot trikes have been loaned out to physically-challenged children.

Omaha Works employees rang those bells all over town since Thanksgiving, making the Telephone Pioneers one of the top fund-raising group for the city in the 1989 Salvation Army Tree of Lights campaign. Project Chairman JERRY FITZGERALD reports a grand total of \$15,098.76, surpassing the 1987 total of nearly \$9,600.

Customer Service Manager CONNIE SCHMIDT takes over as president of the WEOMA CLUB, becoming the first woman to assume the office.



Contributions by AT&T employees and retirees in the metro area to the 1989 United Way/CHAD campaign totalled \$549,936 (including AT&T's corporate contribution). The percent of participating individuals in 1989 was down 2 percent this year (from 77 percent in 1988 to 75 percent in 1989), while the average donation per contributor increased by nearly \$3.00, up from \$152.15 in 1988 to \$154.93 in 1989.



The 1989 Toy Drive Committee members include LARRY CHERRY, KITTY McCANTS and SCOTTIE. Members not pictured include GRACE ROMERO, PERCY OLSON and JOANIE NELSON.

Over 64 bags of toys (worth \$3,500) were donated by employees and the Pioneers to AT&T's 1989 Toy Drive. The toys were distributed to needy children by the Salvation Army during the holidays. AT&T's committee was chaired by KEN DEMAN. DARWIN FAGER assumes the position in 1990.

Be a Coach, not a Boss--
When training team members, pretend you're a coach who must build a new team. Here are some pointers:
--Teach the basics first and the complex plays later
--Give pep talks when the team hits a slump
--Build teamwork with mentors who can help the new players when you're not available.

Question: Where does dragon milk come from?

Answer: Cows with short legs.