

**AT A GLANCE**

A publication of the  
electronic wire and cable  
SBU at the Omaha Works

**June 30, 1993**

**Proprietary  
Information in this  
newsletter is for internal  
communication only**

## **Skip-level meetings provide useful feedback**

A new program of skip-level communication meetings is providing EW&C team members a chance to talk directly with IBU department managers Wayne Andersen, Merle Dinslage and Mack Curbeam.

254's Mack Curbeam began meeting with his employees in May. Before the program is completed, all 211 members of the central office team will be scheduled to meet with him to talk about what's happening in IBU 254.

"This is a great way to share our thoughts and ideas on a lot of things going on in the shop," says Mack. "Then we can take a look at things and figure out ways to do a better job."

Mack holds three sessions each week, one on each of three shifts. The groups are kept small—around 10 people—so everyone has a chance to talk and ask questions. No agenda is followed and no topic is off-limits.

Mack thinks it's important that everyone understand what's happening with EW&C's business—where it's going, what our mission is, our goals through the year 2000, expanding globally, computers in the workplace, vertical slice management and expanding our customer base.

"The feedback has been very good," he says. "People also want to know why we're doing the things we do. These meetings give us a chance to talk about all kinds of things that are one people's minds."

The current pace of the meetings will continue until all 211 members of the IBU have been invited. That is scheduled to happen by the end of July. After that, Mack will hold skip-level meetings each quarter with all IBU 254 employees.

All EW&C team members in 252 and 256 will also have an opportunity to meet with their managers. Merle Dinslage and Wayne Andersen began holding skip-level meetings in their IBUs in June and plan to continue the program indefinitely.

### **EW&C Mission**

Be a progressive designer, manufacturer and provider of engineered wiring solutions that global customers consistently choose for the value we add to their business and the end user.

Customers choose value.  
We create it.



# Crosstalk

by Linda Enterline

Lots of things are just around the corner...Omaha will be hosting this year's **EW&C SBU/IBU joint meeting** on July 7 and 8. Attending will EW&C managers and Product Line Management (PLM) people...**IT WAS A VERY GOOD YEAR**...35 years ago, when the Omaha Works opened its doors. Mark Sunday, Sept. 12, for the **Giant Anniversary Open House**. Don't you think your family would like to see where you work?...**Gary Epp** attended a IBEW/AT&T Labor Conference in Chicago recently...How 'bout those AT&T stock prices, eh? Split, you ask? Who knows...The Omaha Works is looking for volunteers to help with **Junior Achievement** activities this fall. EW&C has always been active in the program. Help out, will you, please? Share what you know with the kids....It's been raining **cats and dogs**. That's a beastly thought...It's never too early to think about classes for this fall. What's your pleasure? Metro, UNO, ETOP, Creighton. **Just do it!**...The Pioneers held installation of officers recently. The speaker at the affair: **Fred Topor**, recently named VP, strategy forum and human resources. His message was gung-ho on AT&T's future. Copper and Wire VP **John Heindel** became a Pioneer. Speaking of the future, that's exactly where members of Omaha's chapter of the **AT&T Alliance of Black Telecommunication Employees** is looking. Four \$1000 scholarships for four college-bound Omaha kids...Good luck to **Gary Shaw**, transferred to the maintenance organization, where he'll continue to focus his efforts on planned machine maintenance (something he's been working on a long time in **Dick McGaughey's** Manufacturing Excellence group) and also to **Daryle Donner**, from the same group, who'll become process engineer in twist. Daryle's been EW&C's expert on special projects, like JIT adds, moves and rearrangements, fixed-center extrusion tooling trials and MFCS. These two will be missed in the Manufacturing Excellence group, but will be going great guns in their new assignments ....You're going to be seeing more and more about **EVA**. What is it? It's the new way AT&T is measuring its financial success. EVA stands for **economic value-added** and its a comprehensive measure of AT&T's performance. EVA reflects not only profitability, but also other aspects of what's needed to generate earnings and increase shareowner value, such as investments made in projects, the cost of financing and taxes...Keep up with the latest EW&C financials and NCS news in the **EW&C Employee Information Center** to the north of Column 3K (near the twisters)

....Congrats to EW&C Engineer **Dave Wiebelhaus** and wife **Deana** on the June 18 arrival of their first child, 5 lb. 3 oz. **Matthew Allyn**....Hardly seems like 17 years since the Bicentennial celebration in '76. Whew. Does time fly or what?...Gotta go...Oh, but one last thing. Safety. July 4 safety, to be more specific. **Don't do something stupid with fireworks** that you'll regret the rest of your life. And don't let your children or grandchildren do something crazy, either. The largest percentage of fireworks accident victims are boys under the age of 14. And get this—more than 40 percent of the eye injuries result in permanent eye damage. The alternative: Use common sense, be safe and enjoy. See you around. ■

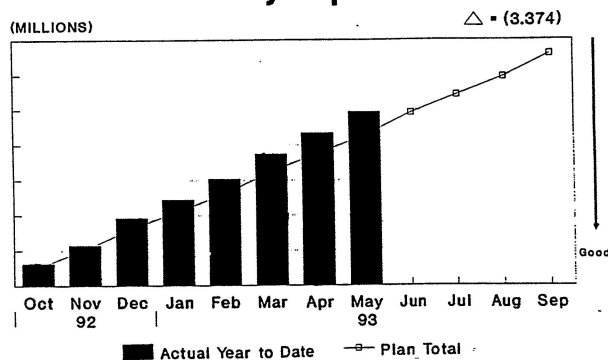


# How are we doing financially?

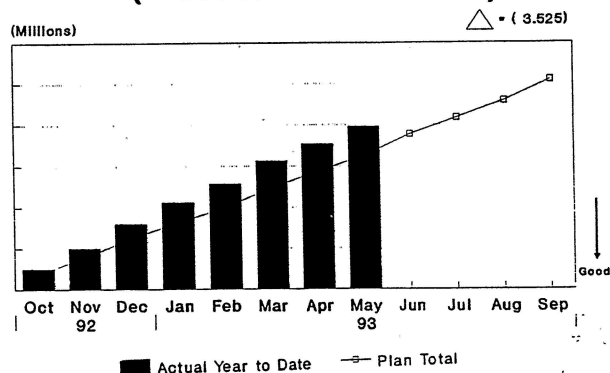
Due to the proprietary nature of the graphs published below and the wide distribution of the newsletter, the dollar values have been deleted. To see dollar amounts, you may view these charts outside of Gary Epp's office or inside the porch entrance at the west end of Bldg. 50.

May 1993  
financial results

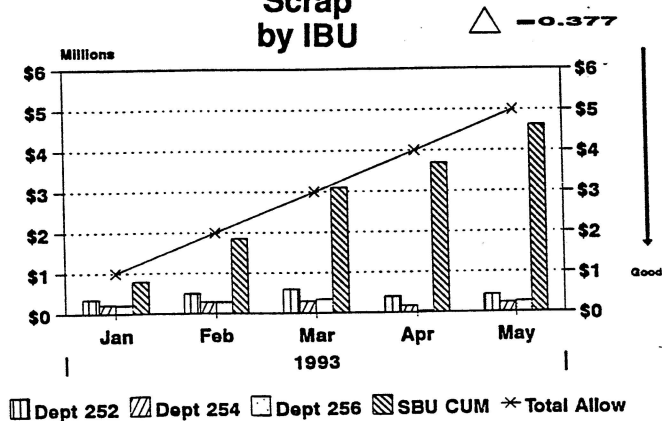
## EW&C Factory Expenses



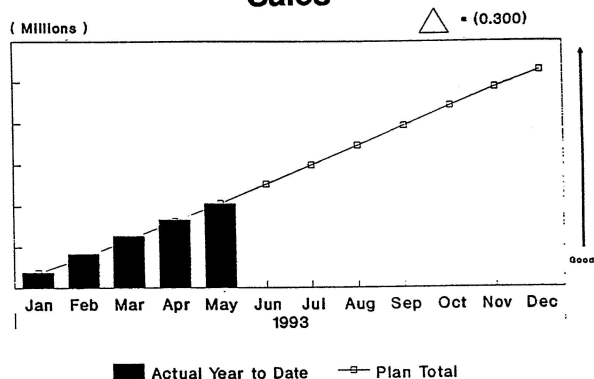
## Labor Payments (Production associates)



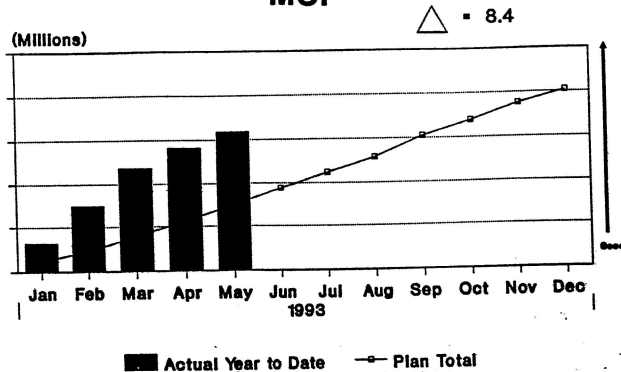
## EW&C Scrap by IBU



## EW&C Sales



## EW&C MOI



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only

## July service anniversaries

### 35 years

Donald Moore

### 30 years

H. W. Friesen  
Esther Wegner  
Sharon Miller  
Loretta Thimgan  
Danny R. Allen

### 25 years

Thomas T. James  
Gary Bainbridge  
Thomas Furst  
David Mraz  
Harold Hampton  
Sandra Schropp  
Jeremia Starace  
Mary Anderson  
Linda Minarik  
Gary Dyke  
Michael Boruff  
Harry Findeis  
Maurice Jensen

### 20 years

Clara Moody  
Shirley H. Martin  
Gerald Kerans  
Deborah Czaplewski  
Earl Stoakes  
Louise Carlson  
Connie Schmidt

### 15 years

Susan Bernady  
Wilson Dunlap

### 10 years

Margaret Lockett  
Cynthia Jack  
Rebecca Hughes

### 5 years

Quang Duong

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## Does your AQT have an equipment surplus?

Is your area quality team (AQT) having a tough time finding the equipment it needs? Or getting rid of unused equipment taking up valuable space?

Let *Equipment Corner* make it easy for you. *Equipment Corner* is a new newsletter of classified advertising designed to match up people needing equipment with people who have equipment they're NOT using. It's the "swap shop" of the Omaha Works. *Equipment Corner* handles it all—both needs and surpluses.

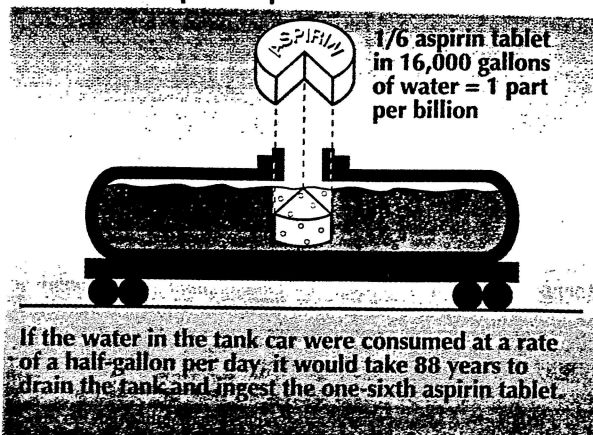
Forms are available from your supervisor. Submit your classified ads by 7 a.m., Thursday, July 1, to EW&C's Linda Enterline. Then look for the first edition of *Equipment Corner* on Tuesday, July 6.

Who knows? Your AQT might find just what it needs right there! Or you might get rid of a piece of equipment that's in your way. Look for a new *Equipment Corner* every two weeks.

Questions? Call Terry Kottwitz, ext. 3226.

## EnviroFacts

How much is  
one part per billion?



**WHETHER  
YOU  
THINK  
YOU CAN**

**OR  
WHETHER  
YOU  
THINK  
YOU CAN'T**

*You  
are  
right!*

**AT A GLANCE**

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**April 15, 1993**

**AQT Summit to focus, energize**

Nearly forty members of EW&C's fourteen area quality teams (AQTs), engineers and operating employees will attend an AQT summit this week.

The summit is designed to encourage AQT team activity and is the first formal activity of this type since the successful completion of the ISO 9002 audit in December. Team activity has been relatively low during the first quarter of 1993.

Summit participants will be taking a look at the type of efforts AQTs can and should be working on. Currently, most teams are focused on projects that are unique to their specific area. Participants will be considering which "core" functions all teams should be doing.

Those attending the summit will spend much of their time in small groups discussing a variety of issues.

The four-hour session will be held Thursday, April 15, 10 a.m.-2 p.m. in Rms. 250/252 in the cable mezzanine. A working lunch will be provided at noon.

The following EW&C people will be attending: One representative of each of the 14 AQTs, eight supervisors who've been working closely with the team members, union representatives, quality and process engineers, department managers and EW&C Manager Gary Epp.

The area quality teams were critical to Omaha's successful completion of the ISO audit. The summit is expected to provide helpful input into how the AQT structure can continue to help EW&C fulfill our objective of creating value for our customers.

**Lozier team members to share team experience at April EW&C forum**

"Team structure at the Lozier Corporation" is the topic of the April Communication Forum for supervisors on Wed., Apr. 14, 12:30 p.m., cable mezzanine. (Because of this unique presentation, only one session of the forum for supervisors will be held in April, rather than the usual two sessions.)

Lozier is an Omaha-based manufacturer of shelving and store fixtures.

Lozier employees will be discussing their experiences as members of their Pallet Rack Team.

Supervisors have been encouraged to invite Level III employees in their areas to attend the presentation.

**Materials Mgmt. Forum**

April's forum with production control is scheduled Thurs., Apr. 15, 8 a.m., in the EW&C production control area.

**Tech/Pro Forum**

EW&C Engineer Steve Zerbs will be discussing an EW&C capacity model at Thursday's Tech/Pro Forum, 3 p.m., in Rms. 281/283. EW&C engineers are encouraged to attend.

Gary Epp, manager, EW&C operations and engineering, will briefly review March financial results at each of the three meetings.

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## Omaha Works moves closer to certification by Bellcore Client Companies

The Omaha Works is one step closer to becoming certified in the Customer/Supplier Quality Program (CSQP). CSQP certification assures Bellcore Client Companies (BCC) that AT&T's quality system consistently guarantees product performance and service without the need for Bellcore representatives resident at the Omaha Works.

Omaha's objective is to meet all CSQP standards by the end of 1993.

Representatives of the Omaha Works and the Bellcore Client Companies recently completed a four day CSQP management team meeting at the plant to see how Omaha rates on the 80 CSQP requirements. As a result of the meeting, 19 action items have been identified.

Dick McGaughey, manufacturing excellence manager, was EW&C's representative at the CSQP meeting.

BCC members include the seven regional Bell operating companies—US West, NYNEX, Pacific Telesis, Southwestern Bell, Ameritech, Bell Atlantic and Bell South.

### What is the nature of quality?

Quality must be the basis of everything we do. Our business hinges on customer satisfaction.

The success of our quality efforts at the Omaha Works depends on the efforts of each of us—working every day to identify and eliminate the sources of error and waste in our processes and procedures.

How do we get to where we need to be in the area of quality? We pay attention to detail and do the job the way it should be done. To do anything less means we're falling down when it comes to delighting our customers.

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### Quality is important in the service sector, too.

April 15 marks the anniversary of the issuance of the first bank credit card in 1952. Who would have imagined 41 years ago how the credit card would revolutionize the way we do business today?

AT&T's Universal Card Service (UCS), launched in 1990, ranks second in the bank card industry with more than 10 million accounts and more than 15 million cardholders. In its first 30 months, UCS averaged 10,000 new accounts each day.

AT&T Universal Card Services has lowered its variable interest rate five times (for a total of more than three percentage points) and is currently more than three points below industry averages.

AT&T's UCS people know that going beyond satisfaction to delight customers makes the difference.

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# SHOP TALK

**A message from Gary Epp,  
EW&C operations and  
engineering manager**

I wanted to take a few minutes to communicate some changes that will happen soon in EW&C. These changes are related to our factory financial performance. Our contributions to EW&C profits as a factory have gotten smaller each month for four months in a row. In March, we fell short of our financial commitment by over 30 percent! This is the first time we in EW&C have missed our monthly financial commitment in a long time.

It's not time to panic. After all, after six months, we're still ahead of our yearly plan. But, it's time to seriously assess why our performance has worsened in recent months and why we fell far short of our goal for March. For now, I'll share with you some changes or adjustments we're making to get us back on our monthly performance track.

The amount of money we have to work with at the factory is determined by our customers. Remember...customers choose us! Therefore, if we want to improve, our only option is to spend less money each month.

We've decided to stop a number of projects until we begin meeting our monthly commitments again. This action is consistent with my letter of last November when I announced we'd be starting these projects:

- By April 16, we will stop ceiling painting. We would have stopped sooner, but it was cheaper in the long haul to finish areas that had already been cleaned. Since we intend to resume painting when we return to exceeding our goals, we will leave the scaffolding in place.

- The second project we're halting is the renovation of the cable mezzanine in the southwest corner of the 50 Building. Both of these projects were designed to be paid out of surplus factory profits. When we fall short of our financial commitments, the surpluses do not exist.

- In addition, we're becoming more selective with projects in Engineering. We're focusing our money on the productivity and customer service projects that are part of the EW&C Business Plan.

- Finally, we need to look for opportunities to reduce the amount of money we're spending on overtime.

In closing, let me stress this: we are not in a crisis. We are still part of a growing and healthy business. However, our factory team has financial commitments that we must meet. If we can return to factory profits above the plan each month, we will again use these extra monies to invest in our business.





Do you  
know how to  
respond to a  
medical  
emergency  
in the plant?

The Omaha Works medical organization is staffed from 5:00 a.m. to 9:30 p.m. During these hours, all injuries and illness are to be referred to the medical department, ext. 3333.

The following procedure is to be followed from 9:30 p.m. to 5:00 a.m. (when no nurses are on duty in the medical organization):

**Serious injuries and illness  
(bleeding, severe trauma,  
suspected heart attack)**

Call ext. 3222 and provide this information:

- Name of the person calling
- Location of the ill employee (building, column and/or room numbers)
- Type of injury and/or symptoms

If an employee comes in contact with the blood of another employee, the incident must be reported to the medical organization within 24 hours.

All cleanup and contamination of blood must be done by members of the Fire brigade.

Questions? Ask your supervisor or call Rich Schmitz, safety supervisor, ext. 3583.

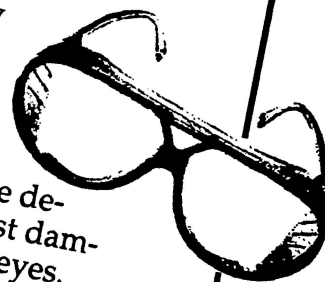
## VIEWPOINT

Chemicals splash.  
Chips fly. Accidents  
happen.

Do what you can to  
protect yourself against  
vision loss.

Safety  
glasses  
with side  
shields  
are your  
number one de-  
fense against dam-  
age to your eyes.

Safety glasses with  
side shields are required  
at all times in off-aisle  
areas in Building 50.



What's on your  
mind? Let us know  
at *At a Glance*.

Comments.  
Story ideas.  
Suggestions.

Call them in.  
Linda Enterline,  
ext. 3714.

The result of innovative thinking

## Tent refurb facility saves time, effort, cost

When talking about manufacturing facilities, a tent usually doesn't come up in casual conversation. It just doesn't happen.

**NOT!**

In EW&C, a tent proved a great solution to a big problem.

A 30' x 60' tent was the answer to the short-term need for a facility to refurbish 24 twisters which arrived recently from the Atlanta Works. The twisters will allow the EW&C SBU to increase output of LAN cable, an increasing profitable, high-demand product line for the Omaha Works.

Factory Engineering needed space and accessibility for the project, something that's hard to come by these days in EW&C. The facility was needed right away so the SBU could take advantage of the increased demand and high margins in the LAN cable market.

Another important requirement: a good ventilation system to handle the powerful degreasing and paint-removing agents used in the refurbishing process. Modifications of the interior of Bldg. 50 would have been cost-prohibitive and taken too much time and valuable floor space.

Enter the tent idea. Inexpensive. Flexible. Good ventilation. Protection from the elements. Available now.

The most time was saved when scrapping the old controls and wiring and cleaning and painting the machine interiors.

The project was completed in eight days rather than the projected 24.

In fact, the tent idea proved to be so effective that another project was started right after the twisters. Equipment being restored for use in NCS's recently-announced joint venture in Tianjin, China, was moved in. (See the story on page 2.)

It just goes to show what innovative thinking can accomplish.■



**TOM HEIM**, factory engineer, and **MERV CARSTENS**, on-site contractor administrator, are members of the team coordinating the twister refurbishment project. The summer rains experienced in June and July have given way to favorable weather conditions for refurbishment work, which is scheduled to continue through September.

## NCS forms joint venture in People's Republic of China

AT&T Network Cable Systems (NCS) has announced the formation of a manufacturing and sales joint venture with Tianjin Electronic Wire and Cable Company in the People's Republic of China (PRC).

The joint venture will manufacture, market, sell and support the sale of switchboard cable products to the three switching vendors in China—NEC of Tianjin, Siemens of Beijing, Alcatel of Shanghai and prospective AT&T joint ventures in Qingdao and Chengdu.

Twisted pair copper switchboard cables are used primarily to connect switch modules to distributing frame systems in a central office. The joint venture is expected to meet 40 percent of the demand for switchboard cable in the People's Republic.

In order to capture this international business, AT&T must meet PRC government requires to establish joint venture manufacturing facilities in the partner country.

The contract was signed in Tianjin in mid-August by Copper and Wire Vice President **John Heindel**. Government licensing requires a minimum of 30 days.

China currently has 28 million lines of switching capability and plans to grow to 50 million lines of switching capacity by 1995 and 100 million lines by 2000.

Production startup is expected in June 1994 with over 1 billion conductor feet targeted for 1995. Production in China is not anticipated to affect the Omaha Works in any way. ■

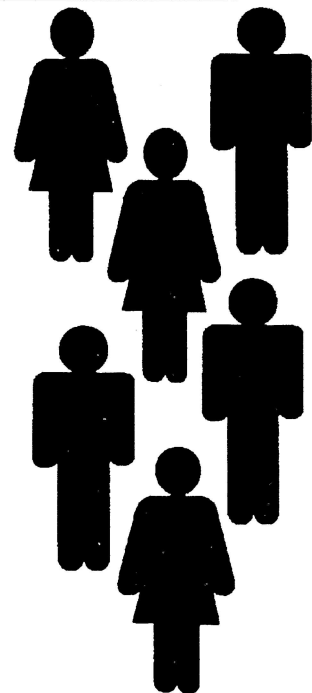
### We're always looking for new and better ways of dealing more effectively with each other...

That's why all tech/pro, PAE and management employees and representatives of IBEW Local 1974 are participating in an 8-hour workshop designed to help employees develop flexibility in dealing with others in the workplace.

"Matching Your Leadership Style to the Demands of the Situation" and "The Effective Use of Participation in Management" are two four-hour seminars offered by the University of Nebraska-Lincoln (UNL) Center for Leadership Development.

**F. William "Bill" Brown**, Ph.D. and UNL associate professor and fellow, led the discussion and exercises.

The workshops are coordinated by **Chuck Leyendecker** of EW&C's manufacturing excellence group headed by **Dick McGaughey**.



# Crosstalk

by Linda Enterline

■ **IT'S THAT TIME OF YEAR AGAIN** when we ask "Where did the summer go?" Sort of a post-Labor Day ritual. It's really true that things are rolling, particularly here in EW&C. ■ **WHAT WOULD YOU SAY IS THE POPULATION OF CHINA?** Why do I ask? Because of the recent joint venture formed in China between Tianjin Electronic Wire and Cable Co. and NCS. Think about it. We'll get to the answer shortly. ■ **IN THE MEANTIME**, you'll be interested to know our cable products manufactured in Ireland have received UL approval. ■ **AND HERE'S THE REALLY BIG NEWS:** EW&C has emerged as the industry's first manufacturer of low-smoke PVC cable with a level 3 rating. What does this mean? We're the first to use PVC both as a jacketing as well as an insulating material, replacing expensive plastics like Halar®, Teflon® and Solef®. ■ **WHY IS THIS SO IMPORTANT?** Several reasons: ✓PVC is a lot cheaper than the plastics we're using now, ✓the cable holds up better and in the event of fire is less dangerous, ✓our customers like these features, which give us a great competitive advantage and, finally, ✓again, AT&T is an industry leader in the introduction of leading-edge products. Senior Engineer **Larry Bleich** is the project leader. Look for more on low-smoke PVC in upcoming editions of *EW&C at a Glance*. ■ **WE'RE IN THE HOME STRETCH OF FY93.** Our YTD MOI is at 82 percent of our end-of-year target. Budgets for FY94 beginning Oct. 1 are being finalized right now. NCS is also renegotiating the contract with its major copper supplier. ■ **THE NCS BOARD, HEADED BY JACK BUCTER, MEETS IN OMAHA SEPT. 7-10.** ■ **GARY EPP HOLDS HIS MONTHLY EMPLOYEE COMMUNICATION FORUMS THURS., SEPT. 16.** Topic: Developing a productivity plan on the shop floor. ■ **WHY?, YOU ASK?** *EW&C At a Glance* is going to grapple with that question in upcoming editions. Look for the introduction of our **WHY?** column, explaining the whys behind the way things are done around here and the reasons decisions are made as they are. ■ **WHICH BRINGS US TO WHY IT'S IMPORTANT TO ALIGN THOSE REELS.** Why? Because we can't stand it when quality suffers because of damage caused to product by improperly aligned rims. Look for a campaign and contest in coming weeks to raise our standards of material handling. ■ **COMMUNICATION AND TRAINING CAN MAKE OR BREAK AN ORGANIZATION**, according to **Kathy Hughes, Tim Gillham** and **Steve Vosgier**, who recently attended an AME seminar in Danvers, Massachusetts. ■ And finally, **WE'RE ROLLING OUT THE RED CARPET** in celebration of 35 years of production at the Omaha Works. Congratulations to everyone on this truly monumental milestone and thanks to the people who've made manufacturing at the Omaha Works their life's work. Anniversaries, particularly those divisible by five, provide a great time for some serious reflection and looking forward, too—if only we'll do that. How about this on the reflection part: **THINK OF THE EXCELLENT QUALITY OF LIFE WE ALL ENJOY BECAUSE OF THE EMPLOYMENT OPPORTUNITY AT&T HAS PROVIDED THOUSANDS OF US OVER THE LAST THREE AND A HALF DECADES.** Now, about looking forward. How 'bout this? **WHAT AM I GOING TO DO PERSONALLY TO MAKE SURE THE PLANT IS SUCCESSFUL IN YEARS TO COME?** Something to think about. ■ Anyway, back to that China population thing. Here's a perspective that'll blow your socks off. **IN THE HOUR IT PROBABLY TAKES YOU TO GET READY IN THE MORNING, CHINA'S POPULATION INCREASES BY 1375 PEOPLE. EVERY DAY!** Every 24 hours, China has 33,000 additional mouths to feed. In any one year, China's population increases by about 14 to 15 million people, more than the entire population of either Shanghai, Tokyo or New York. **WHAT A MARKET!** Anyway, I'm out of room. Keep up the quality. Catch you next time. ■

# Core curriculum is educational requirement for EW&C level IIIs

Fifty-four EW&C level III operators are continuing to attend core curriculum classes delivered by the Omaha Works training organization.

The program is designed to equip lead operators with a wide variety of skills needed to handle the demands of their jobs.

**Dick McGaughey**, EW&C's manufacturing excellence manager, says formalized training programs like this one are very important. Why? Because level III operators not only need to know how to work with others, they also must be equipped to help develop team skills among members of their area quality teams (AQTs).

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**"We're trying to formalize the way we train our key people."**

**—Dick McGaughey**

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"We're still learning, but we feel we've made some progress with this program," says Dick. "We're trying to formalize the way we train our key people. That's something that's been long overdue."

While training for employees has been provided for many years, this core curriculum approach represents EW&C's commitment to structured, on-going training. Level III employees are coached on everything from math and computer topics to interpersonal communication skills and leadership.

Omaha Works Trainer **Judy Mallory** has been involved in the development and delivery of the core courses since the first EW&C employees started the curriculum in February 1992 with the Instructional Skills Workshop.

Judy knows the core curriculum presents employees a much greater challenge than just sitting in the classroom and listening to lectures. "I'm proud of the people who stuck their necks out and took a chance by getting up in front of the class," says Judy, who has conducted the Instructional Skills Workshop since 1985. "It took courage and guts."

Judy says one of her greatest rewards as an instructor is to see self-confidence improve in students as they progress through the program.

## EXPERIENCE

## Training LEARNING Growing

The core curriculum consists of 72 hours, including: Instructional skills workshop (32 hours), Number/Alpha/Computer skills (20 hours), Quality Improvement Tools (6 hours), Effective Communications (6 hours), and the Leadership Role of Lead Operators (8 hours).

Look for a listing in your work area of the progress the level IIIs are making through the curriculum.

Following are the level III employees participating:

Glenn Anderson	Jerald Mallory
Bob Belik	Steve Marasco
Gary Blohm	Don McKinney
Bob Bloodsworth	Gary Mintkin
Ray Bohac	Antoni Miszuk
John Bowen	Don Moore
Ron Brock	Jon Paulson
George Brown	Harold Peterson
Gilbert Bruening	Earl Pollard
Lenis Campbell	Stan Puchalski
Harry Clawson	Ivo Rauterkus
Duane Dolezal	Billy Ridge
Wayne Fiedler	Don Rowlett
Mel Finley	Erwin Rueschhoff
Joe Gollobit	Bob Selvig
Jim Goodhard	Ken Sharpnack
Paul Guhl	Bob Snyder
Ron Halvorson	Don Sorensen
Henry Hill	Dean Timmerman
Bill Huetson	Durward Vosler
Virgil Janecek	Chester Wagner
Ray Knievel	Don Werth
Mel Lesinski	Bob Williams
Mike Lewis	Al Wilson
Wes Lyons	Gene Wolski
Hank Maass	Rich Wozny
Art Mackie	Roy Yeck



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August 30, 1993

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Special  
**SAFETY**  
Issue

## Labor, management and OSHA strive to improve on-the-job health, safety

All employees at the Omaha Works are being asked to participate in a safety program undertaken by AT&T which is designed to assure a healthful and safe work environment.

The program is known as the Voluntary Protection Programs (VPP) and is under the direction of the Occupational Health and Safety Administration (OSHA).

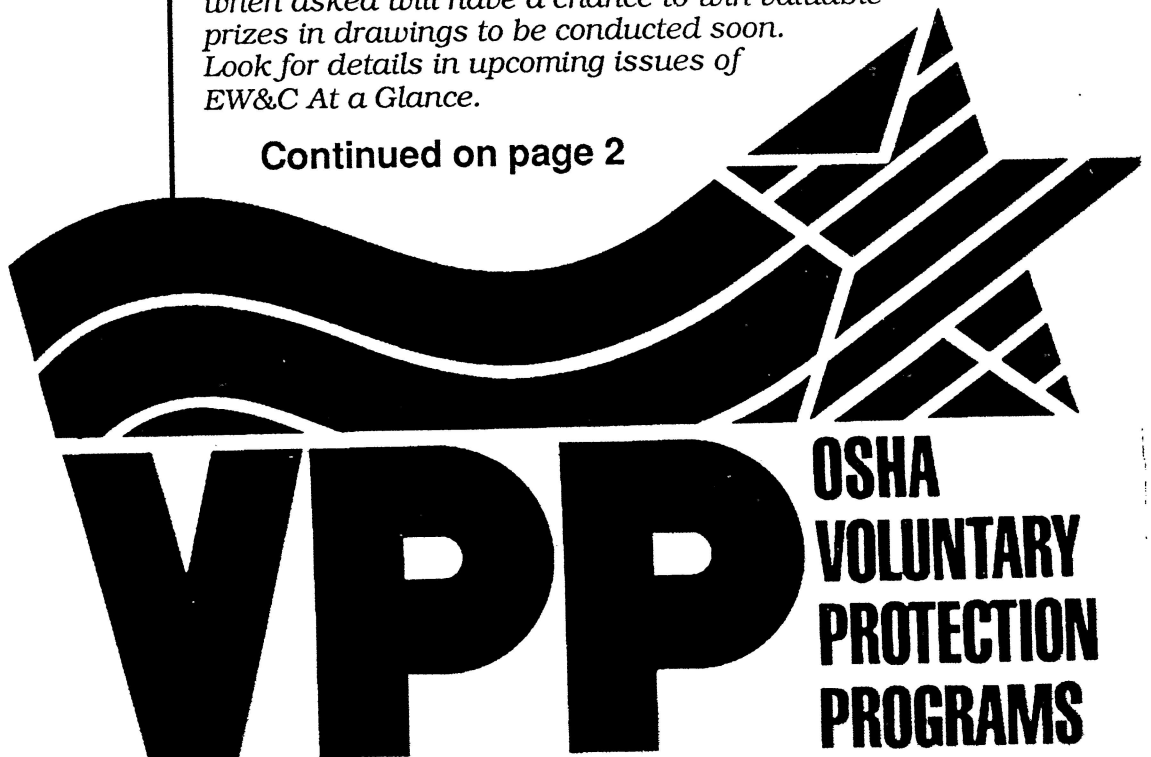
In VPP programs, a cooperative relationship is established between management, labor and OSHA, setting the basis for the implementation of a strong safety program.

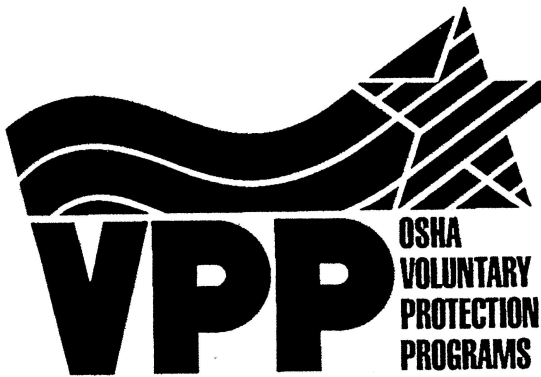
The VPP slogan at the Omaha Works highlights the cooperative nature of the effort:

**VPP is OSHA, labor and  
management working to  
protect the safety of  
all employees**

*Employees who remember this phrase and repeat it when asked will have a chance to win valuable prizes in drawings to be conducted soon. Look for details in upcoming issues of EW&C At a Glance.*

Continued on page 2





## What are the benefits?

- Improved employee motivation to work safely
- Reduced injury and illness as a result of improved safety programs
- Improved working environment
- Reduced workers' compensation costs
- Continual improvement in the areas of safety and health
- VPP participant sites generally experience from 60 to 80 percent fewer lost workday injuries than would be expected of an average site of the same size in that industry

Voluntary Protection Programs were adopted by OSHA in July 1982.

## VPP is often called "the ISO" of safety

■ The management staff at the Omaha Works agrees to participate and operate a safety program meeting OSHA guidelines.

■ Employees, through their unions, agree to participate in the program and work to assure a safe and healthful work environment.

■ Prior to an OSHA audit, members of the Omaha Works team conduct a self-audit, make sure all documentation is in order and prepare the application.

■ OSHA is scheduled to do an on-site audit of the Omaha Works in November 1993 to verify our program meets VPP program requirements. OSHA auditors will be talking to many shop floor employees during this visit.

■ OSHA will periodically reassess the Omaha Works program to confirm the site continues to meet VPP criteria (every three years for the **Star** program and every year for the **Merit** program). OSHA may still investigate major accidents, formal employee complaints and chemical spills.

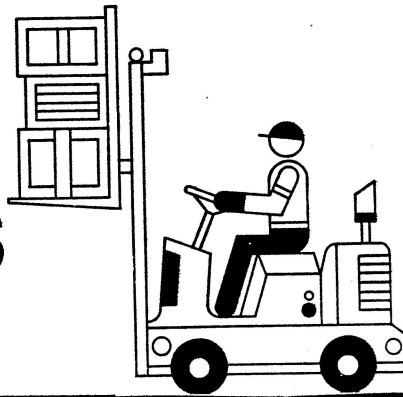
**Star** participants meet the highest of all VPP requirements. **Merit** participants have demonstrated the potential and willingness to achieve **Star** program status and have implemented planned steps to fully meet **Star** requirements.

VPP participants are a select group of facilities that have designed and implemented outstanding health and safety programs.

Meeting OSHA VPP guidelines requires commitment and planning on the part of employees. Also involved in the VPP process is a worksite analysis, hazard prevention and control, safety and health training, level of employee involvement and program evaluation.



# September is Pedestrian Awareness Month



Both truck drivers and pedestrians share responsibility for safety on the shop floor. It's the job of both to know and follow the rules so the job gets done without compromising the safety of employees.

Trucks on the shop floor are equipped to haul up to 4000 lbs. The combined maximum load plus the weight of the truck can approach 12,000 lbs. That's a lot of power. It's also a prescription for danger unless these rules are followed at all times:

- Keep in mind the aisles are shared space—vehicles and pedestrians alike use the aisles. That's why it's important to be alert. Keep your eyes and ears open at all times so you can react quickly, if necessary.

- Use the mirrors hanging at major intersections so you can see oncoming traffic. Navigate accordingly.

- Truck drivers are trained to beep the truck horn in high traffic areas—restrooms, intersections, entrances and exits, offices and break areas.

- When talking with one another, pedestrians should move off the aisle. Why? To give the trucks room to navigate and to reduce the risk of injury if the pedestrians become involved in conversation and don't remain alert to the traffic.

- Observe the rules of the aisles—stay to one side. Pedestrians should walk single-file when approaching a moving truck.

- Truck drivers—follow all the driving rules.

- It's a good idea to avoid walking in areas of high truck traffic—the docks, storerooms and storage areas. Pedestrians are asking for trouble when they cut through areas where many trucks routinely operate.

- The design of the truck, namely the mast, can obstruct the view of the driver. Keep in mind the trucker may not see a pedestrian walking in the trucker's blind spot or may have only a partial view of what's going on in the aisle. A trucker's view is greatly restricted when going in reverse while hauling a load of product or material.

- Pedestrians should

maintain eye contact with the trucker. Let the driver know you're attuned to what's happening around you.

- Both truckers and pedestrians need to allow enough space for the truck to stop safely. Keep a reasonable margin of safety between pedestrians and trucks.

**Pedestrian  
safety is a  
shared  
responsibility**



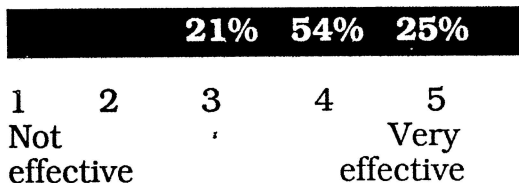
**Proprietary**  
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for internal communication only

## Survey results

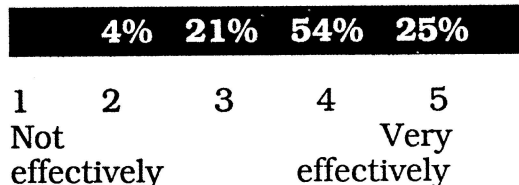
# How are we doing?

Thanks for responding to our recent "How are we doing?" survey on EW&C's monthly communication forums with supervisors, union representatives, tech/pros and material management people. The following results are based on the responses of 48 individuals and are shown in the black boxes. These figures represent the percentage of responses to each question.

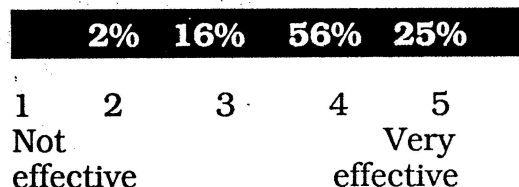
✓ How effective are the EW&C Employee Forums in helping you to understand what's happening in our business?



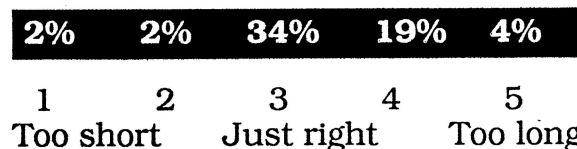
✓ EW&C financial information is presented each month. How effectively is the business information **explained**?



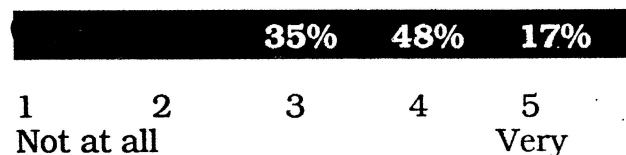
✓ How effective are the **viewgraphs** in helping you to understand the financial situation?



✓ The length of the meetings is:



✓ Overall, how interesting do you find the feature events?



✓ What types of feature presentations are you interested in seeing at upcoming meetings?



✓ Overall, is your need for information about the SBU being met? (check one)



✓ Is the monthly employee forum value-added time for you? (check one)



Following are highlights of comments made by survey respondents:  
 ■ The information is timely and keeps us informed on how the business is doing.

■ I'd like to see more on production results. Are we holding people accountable?

■ Union involvement is a good idea.

■ I like the explanation of exactly where our products are used.

Respondents say they'd like more information on MFCS, the PLM perspective, comparison of NCS competitors and customer ratings.

# Core curriculum is educational requirement for EW&C level IIIs

Fifty-four EW&C level III operators are continuing to attend core curriculum classes delivered by the Omaha Works training organization.

The program is designed to equip lead operators with a wide variety of skills needed to handle the demands of their jobs.

**Dick McGaughey**, EW&C's manufacturing excellence manager, says formalized training programs like this one are very important. Why? Because level III operators not only need to know how to work with others, they also must be equipped to help develop team skills among members of their area quality teams (AQTs).

---

**"We're trying to formalize the way we train our key people."**

**—Dick McGaughey**

---

"We're still learning, but we feel we've made some progress with this program," says Dick. "We're trying to formalize the way we train our key people. That's something that's been long overdue."

While training for employees has been provided for many years, this core curriculum approach represents EW&C's commitment to structured, on-going training. Level III employees are coached on everything from math and computer topics to interpersonal communication skills and leadership.

Omaha Works Trainer **Judy Mallory** has been involved in the development and delivery of the core courses since the first EW&C employees started the curriculum in February 1992 with the Instructional Skills Workshop.

Judy knows the core curriculum presents employees a much greater challenge than just sitting in the classroom and listening to lectures. "I'm proud of the people who stuck their necks out and took a chance by getting up in front of the class," says Judy, who has conducted the Instructional Skills Workshop since 1985. "It took courage and guts."

Judy says one of her greatest rewards as an instructor is to see self-confidence improve in students as they progress through the program.

## EXPERIENCE

# Training LEARNING Growing

The core curriculum consists of 72 hours, including: Instructional skills workshop (32 hours), Number/Alpha/Computer skills (20 hours), Quality Improvement Tools (6 hours), Effective Communications (6 hours), and the Leadership Role of Lead Operators (8 hours).

Look for a listing in your work area of the names of the 54 individuals who've been participating in the core curriculum training.

Following are the level III employees participating:

Glenn Anderson	Jerald Mallory
Bob Belik	Steve Marasco
Gary Blohm	Don McKinney
Bob Bloodsworth	Gary Mintkin
Ray Bohac	Antoni Miszuk
John Bowen	Don Moore
Ron Brock	Jon Paulson
George Brown	Harold Peterson
Gilbert Bruening	Earl Pollard
Lenis Campbell	Stan Puchalski
Harry Clawson	Ivo Rauterkus
Duane Dolezal	Billy Ridge
Wayne Fiedler	Don Rowlett
Mel Finley	Erwin Rueschhoff
Joe Gollobit	Bob Selvig
Jim Goodhard	Ken Sharpnack
Paul Guhl	Bob Snyder
Ron Halvorson	Don Sorensen
Henry Hill	Dean Timmerman
Bill Huetson	Durward Vosler
Virgil Janecek	Chester Wagner
Ray Knievel	Don Werth
Mel Lesinski	Bob Williams
Mike Lewis	Al Wilson
Wes Lyons	Gene Wolski
Hank Maass	Rich Wozny
Art Mackie	Roy Yeck





October is Quality Month

A publication of the  
electronic wire and cable  
SBU at the Omaha Works

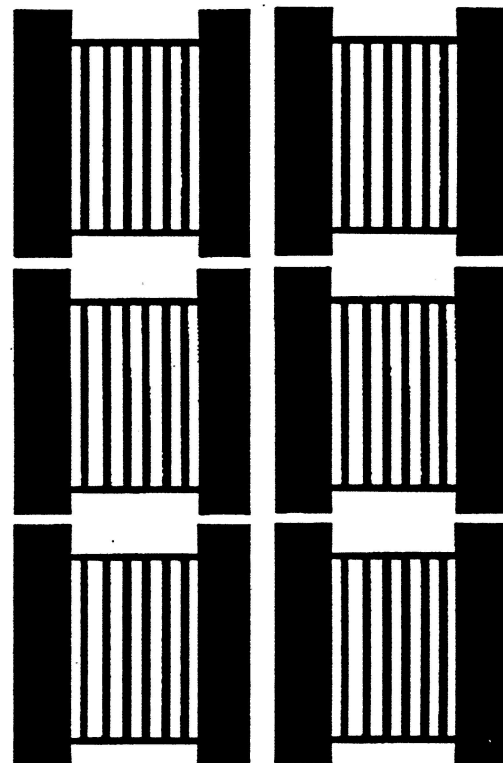
EW&C

**AT A GLANCE**

October 8, 1993



**RIM  
TO  
RIM**

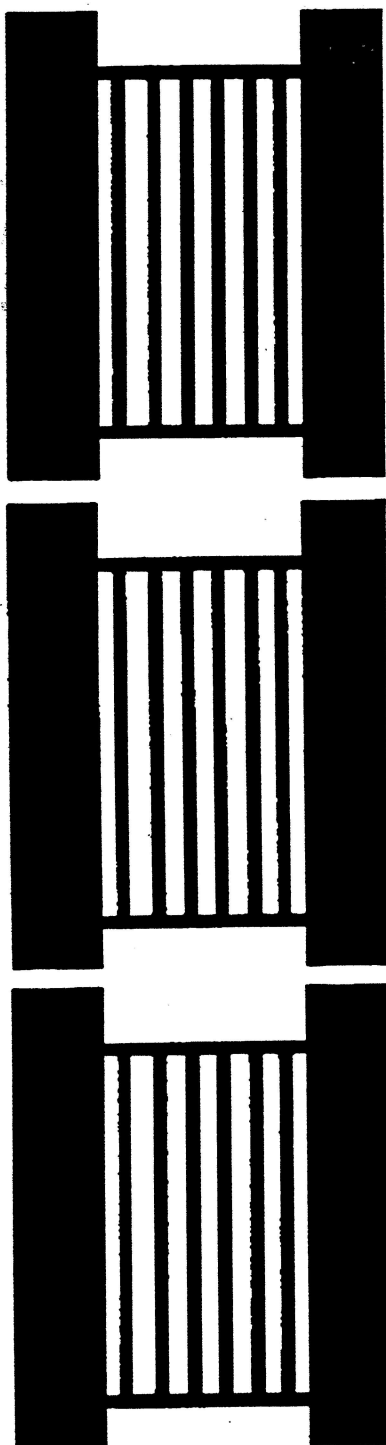


**Keep  
those  
reels  
straight**

**Because our customers  
demand the best**

***Inside...***

***You could be one of three weekly EW&C winners selected each Wednesday for seven weeks. That's 21 winners in all! Win a \$50 certificate from Omaha Steaks International in the RIM-to-RIM contest Oct. 13-Nov. 24. Details inside!***



## What is RIM-to-RIM?

**RIM-to-RIM** is a quality program designed to improve the way we handle reels on the shop floor. **RIM-to-RIM** means we **LINE UP REEL RIMS** so they don't bump into wire and cable on other reels. **RIM-TO-RIM** is the best way to prevent damage to both product and material. Yes, we have fixed floor guides to help us out, but nothing can replace old-fashioned care in handling.

## How can wire and cable be damaged on the reels?

When rims of reels aren't lined up, the rims bump into wire and cable on other reels. The force of the wood and/or metal rim on the wire and cable on adjacent reels can cause serious conductor damage resulting in transmission failures for our customers.

## Don't we already have proper reel storage, handling and transportation methods?

Yes, we do. But they're not effective if we don't use them. **WE'VE GOT TO HANDLE EVERYTHING CAREFULLY.** It doesn't matter how many storage and handling tools we have unless we use them the way they're designed and unless we do our job with care.

## Why is the way we handle reels so important?

It's always been important, but now it's more significant than ever as we undergo a variety of customer certification audits.

Take the **CSQP** audit that's being done now by **Bellcore**, the quality arm of the seven regional Bell operating companies (RBOCs).

**CSQP** stands for **Customer/Supplier Quality Process**. **CSQP** is Bellcore's highest supplier quality rating and the Omaha Works is striving for **CSQP** certification by the end of 1993. Achieving **CSQP** certification is of critical importance to AT&T's relationship with our RBOC customers.

When the Bellcore certification auditors visit the EW&C floor, they like to see **RIM-to-RIM** handling of reels. Unfortunately, that's not always what they find and that bothers them a lot. The perception is this: **misaligned rims=damaged product**.

The **CSQP** auditors have told us directly that they see the potential for high voltage breakdowns in the cable and wire because of the way we're handling reels. In fact, **CSQP** auditors have asked us to do much better. They've asked us to go **RIM-to-RIM**.

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communication only

EW&C At a Glance  
October 8, 1993

# RIM TO RIM

## How do you know there's damage just because the rims overlap?

Where there's smoke, there's fire. Here's why:

■ When rims overlap, we're asking for trouble. So let's eliminate that potential by going **RIM-to-RIM**.

■ When customers visit our plant, they could take a look around and get the impression we're not as quality-conscious as we say we are. Why? Because we're not worried about lining up our rims. Customers may ask themselves: "If they're not worried about the rims, what other important quality issues aren't they concerned about?"

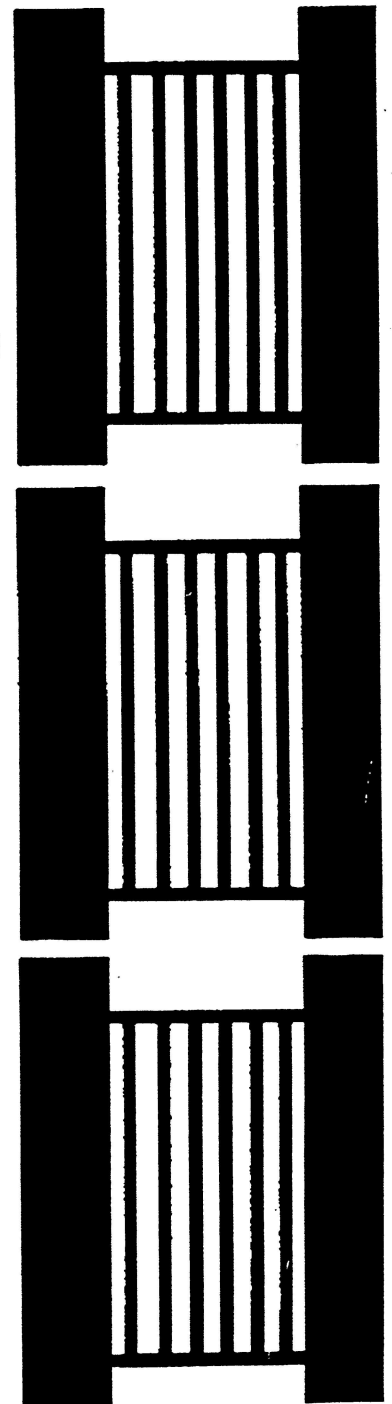
■ Customers can tell a lot about our attitude by watching us work. Overlapping rims show a relaxed approach on our part about how we manufacture. That could spell big trouble because customers like to see quality and precision in everything we do.

## What can I do?

It's simple. Keep those reels **RIM-TO-RIM**. Handle all product and materials carefully. Be accountable for your work. And be personally responsible for the successful delivery of high-performance products to all our customers, all the time. **REMEMBER: OUR CUSTOMERS ARE WATCHING!**

## What if my team has a great, new idea to prevent damage from overlapping rims?

We can't wait to hear it! EW&C's Omaha Team Works evaluation committees are ready to hear from your team. The possibilities could be interesting—it could be a portable device or something to be used on single or multiple reels. Your idea could even involve handling redesign.



***Wear your  
yellow  
RIM-to-RIM  
sticker on  
your I.D.  
badge  
and win when  
your name is  
selected!***

**YOU can be a winner  
in EW&C's RIM-to-RIM  
quality campaign.  
Here's how:**

**Twenty one** EW&C employees wearing a yellow RIM-to-RIM sticker on their I.D. badge will each win a \$50 gift certificate redeemable at Omaha Steaks International.

## **How do I enter?**

You're automatically entered if you're working in the EW&C SBU. That includes all operating, engineering and production control employees. Names will be chosen randomly.

## **What do I do to win?**

Place a RIM-to-RIM sticker on the lower left corner of your I.D. badge. (Be careful not to interfere with the magnetic strip on your pass). The stickers are available in the pockets of all RIM-to-RIM posters prominently displayed in work areas. They're also available from your supervisor or by calling Linda Enterline, ext. 3714.

When your name is randomly selected, our RIM-to-RIM award team will come to your work area. If you're wearing your RIM-to-RIM sticker, you'll be the winner of a \$50 certificate for merchandise at Omaha Steaks International.

One RIM-to-RIM winner will be named on each of the three shifts **EVERY WEDNESDAY** for seven weeks from Oct. 13-Nov. 24. The first winner will be named on third shift on Wednesday morning, Oct. 13.

## **Am I eligible even if I don't handle reels?**

You bet! When it comes to quality, we're all in this together. That's why everyone in the EW&C SBU is eligible to win. Look for the names of winners posted each day on the TV monitors in the cafeterias.

**RIM  
TO  
RIM  
TO  
RIM  
TO  
RIM**



November 11, 1993

*This article is the first in a series of **WHY?** articles talking about **why** we do things the way we do in EW&C.*

## **Why do we have so many meetings?**

We seem to spend a lot of time in meetings. A lot of time.

Sometimes we get a lot done. **Bingo!**

Other times, it seems we don't get anything done. **Bummer.**

## **Does that mean meetings are a waste of time?**

Absolutely not!

We can't stop having meetings because we don't see the kind of results we think we should, when we should.

Meetings give us more than a chance to talk. They say a lot about us—how we think, how we treat each other, how we look at the future.

Meetings also give us a chance to use our collective brain power so we can work together.

## **We have to be disciplined in the way we conduct meetings so our efforts will be effective.**

Meetings can be the best way for people to really be involved in what happens in EW&C.

Meetings can be quite effective in getting us where we want to be in our business; **BUT**, we must be disciplined in our approach to conducting and participating in meetings. (Continued)

# Why?

# Meetings

## **How can I make the meetings I attend more productive? Here are some guidelines:**

- Be disciplined in our your attitude and approach toward meetings. They're serious business.
- Be on time and ready to participate
- Follow an agenda that's been written and distributed to everyone before the meeting.
- The agenda should include an objective for each agenda item—what the team wants to get done at that meeting.
- A time limit on discussion should be set for and followed for each agenda item
- **FOCUS, FOCUS, FOCUS** on the issues. Invite a facilitator to help your group get off "dead center". Focusing saves time, energy and frustration.
- Criticize ideas, not individuals. Respect the skill, opinions and integrity of everyone.
- Ask questions and participate. Don't be confrontational. Criticize constructively.
- Listen carefully. What you hear is often more important than what you say.
- Time is money. Use your meeting time as though you were footing the bill
- Share responsibility for the success of the meeting. Be flexible, cooperate and willing to share your ideas.

# Why are meetings important?

## Information sharing

Each person has to be willing to share information. Quantity and quality are both important. In today's global environment, information is valuable. The trick is to put the information to work to give our business a competitive advantage.

## Decision making

Major decisions aren't made by only one person. They're made after lots of information gathering and consideration of what everyone thinks.

Meetings give everyone an opportunity to affect how we'll run our business.

Even if we don't have a direct say-so in final decisions, meetings give each of us a chance to influence the people who do. In fact, everyone has to rely on what others tell them—good and bad.

## Sharing your brain power, experience and talents

Much of what manufacturing people do is physical labor. But the real value in AT&T people is brain power.

AT&T pays its employees a good salary—much higher than our competitors pay their employees. But here's the difference: AT&T isn't buying just physical labor. AT&T is buying the brain power to work smarter.

The real value for AT&T is in the power of our minds.

Meetings provide a forum for us to think, plan and work together, both mentally and physically.

## Cultural values

What goes on in meetings reflects what's important to us. What do we value? What do we want? How do we get it?

Meetings are a great way to formulate and transmit our business culture. Without this shared understanding, we're constantly battling negative feelings—confusion, dissatisfaction, discontent.

Meetings give us a chance to get to know each other's strengths and weaknesses, then help bring out the best in each other.

## To train, educate and instruct

Where do team members learn what they know about our business? Several places: on the shop

# Why?

# Meetings

floor, from reading and from what we learn from each other at meetings.

Meetings give people the time and the opportunity to share information about profits, competitors and business trends.

People also can share new manufacturing processes and better ways of doing things. Meetings give people **quick** access to information that's hard to find anywhere else.

Meetings also give us a chance to get problems off our chest, to say what's on our mind.

## Our mission as a business unit and as a company

Meetings help us to decide where we are, where we're going and how we're going to get there.

Why? So we can work together to accomplish EW&C's mission: To be a progressive designer, manufacturer and provider of engineered wiring solutions that global customers consistently choose for the value we add to their business and the end user.

■ **A chance to make your work life enjoyable.**

Other people can't read your mind. You need to tell them what can be done to make things better

■ **Meetings require that you USE your mind instead of putting it on AUTO-PILOT.** We're all paid for putting our knowledge to work for AT&T. Exercise your brain power and you'll be amazed at the results.

■ **We all like to know WHY we're doing something before we do it.** Meetings are a great way for you to

find out why something's happening and what's going to be done about it.

■ **If you don't participate, you can't complain!** It's easy to be a Monday morning quarterback. Isn't it more fun to call the plays?

■ **Your ideas are valuable, whether you think they are or not.** Get in the game!

■ **You have a chance to get rid of that helpless feeling.** You CAN make yourself feel better by making things better.

■ **You can feel a sense of accomplishment in a job well done.** We all know what a great motivator that can be.

■ **You'll feel a lot better about the job and yourself when you know you have influence over the way things are done.**

■ **You have the personal power to be a positive, influential part of the team.** Just do it!

■ **Your destiny is in your hands, regardless of what anyone says.** Your job security and pay scale is a direct result of your willingness to constructively participate in what's happening today.

# What's in it for me? --- Why?

## How much does an hour-long meeting cost?

It depends on who's there and how long it lasts. You might be surprised at the value of the time in real dollars.

Let's say we're having an AGT meeting for one hour and it's attended by 10 people.

If the average loaded rate (wages plus the cost of benefits) for each person is, say, \$25/person/hour, the bill for the meeting is \$250.  
**(10 employees x \$25/hour/person = \$250)**

If you had \$250 in your pocket, what would you do with it?

Buy a VCR?

Make a car payment?

Sock it away in savings until it doubles?

**You can see that meetings aren't cheap,** but it's money well spent if we put the time to work for us!

# Why?

# Crosstalk

by Linda  
Enterline

■ **IT'S ALWAYS SOMETHING, ISN'T IT?** "If in the last few years you haven't discarded a major opinion or acquired a new one, check your pulse. You may be dead!"—Gelett Burgess. Isn't that the truth? ■ **WHILE WE'RE ON THE SUBJECT...** I read an interesting article last week. Try these numbers on for size: ♦Twenty-two percent of customers don't remember the American Bicentennial Celebration, ♦Thirty-three percent of the people living in the U.S. feel people have always been on the moon, ♦Fifty percent are too young to remember the assassination of John F. Kennedy, ♦Sixty-six percent aren't old enough to remember the Korean War, ♦Seventy percent don't remember "before TV" and ♦Eighty-five percent aren't old enough to remember the 1929 stock market crash. Trivia? Maybe. What's the lesson here? We'll get to it, so stay tuned. ■ **AS YOU KNOW BY NOW, SOME MAJOR PLAYERS ON THE EW&C TEAM ROSTER HAVE CHANGED**, including SBU manager **Gary Epp**, who's taken an international assignment in strategic planning in New Jersey. No successor yet. **Bill Meyers**, engineering manager, and **Wayne Andersen**, operating manager, played musical chairs. Bill is now in Wayne's operating job, Wayne now works with the EW&C production control team and **Rhett Zeplin** of plant and engineering maintenance has become engineering manager. Got that? Some supervisors have also traded slots. See your supervisor for details. ■ **IT'S YOU. IT'S ME.** Thanks for your pledge to United Way in '94. You've done more good than you know. ■ **HEY, DON'T FORGET TO FIGURE OUT YOUR BENEFITS MEAL FROM THE BENEFIT DIRECTIONS MENU.** (All this talk of food is making me hungry. How about you?) More options, more decisions. Deadline: Friday, Nov. 12. Take your time, phone in your options, then call back to BDEC and confirm your selections. No such thing as being too careful. ■ **PLAN FOR YOUR FUTURE IF YOU'RE INTERESTED IN A CAREER IN PLANT TRADES.** Call **John Schwenck** (ext. 3523) in the **Employee Resource Center** for information on what you need to do to reach your goal. Check it out. ■ **SO, WHO'S COUNTING?** EW&C teams are looking at IBU productivity metrics. You have to know where you are so you can figure out where you want to go so you'll know for sure when you get there. Boy, was that a mouthful. ■ **ARE YOU GOING RIM-TO-RIM?** Do it for our customers. And do it for yourself. **RIM-TO-RIM** winners so far include **Diane Keller, Shirley Doffin, Rick Foster, Emmett Hoover, Barb Cremeens, Steve Heuke, Jim Ellinger, Joe Ksiazek and Gene Wolski.** Each can have a nice steak fry for \$50. You still have a chance to win one of 15 certificates to be given away before Thanksgiving. ■ **AUDITORS, AUDITORS, EVERYWHERE!** Bellcore's CSQP, the UL® audit, Voluntary Protection Program (VPP). We've done well in everything, so thanks and keep up the good work. We still have some action items to clear up. ■ **WAY TO GO! AND CONGRATS ARE IN ORDER** for EW&C Quality Engineer **Terry Kottwitz**, who recently earned a masters degree in Manufacturing Systems Engineering from UNL. **WELCOME!** to co-op student **Ron Foxx**, a junior at N. Carolina A&T. Ron is working on the low-smoke PVC job. ■ **NOW, ABOUT WHAT WE WERE TALKING ABOUT EARLIER.** You remember. All that about who remembers what and everything. Well, that stuff is important. **YOU HAVE TO KNOW YOUR CUSTOMER. HOW CAN YOU SATISFY THEIR NEEDS IF YOU DON'T KNOW WHO THEY ARE?** Different ages, different histories, different preferences. **THE POINT IS THIS: CUSTOMERS ARE CHANGING. IF WE WANT TO SERVE THEM, WE HAVE TO DO WHAT IT TAKES TO FULFILL THEIR NEEDS, NOT OURS. CUSTOMER APPEAL AND SATISFACTION IS THE NAME OF THE GAME.** Anyway, I'm out of room. Keep up the quality. I'm outta here.

EW&C's 1061, 2061 cables are the backbone of intelligent buildings

# How smart can a room key be?

## ***In this edition...***

***This issue of EW&C At a Glance contains stories and articles of interest selected from various AT&T publications and archives.***

***Who invented the solderless wire wrapping tool? Page 2***

***Service is our heritage Page 3***

***Western Electric, International giant in the late 1800s Page 4***

You'd be surprised.

Some hotel keys know who's a guest and who's not. They know when it's O.K. to let in the cleaning people. A hotel key can tell a hotel manager when an intruder is trying to get into someone's room.

Yeah, right, you say. A key that can do all that. It's true and it's available now.

With advances in technology, your hotel key is as smart as it's told to be. How? It's all part of AT&T's SYSTIMAX(R) Intelligent Building System (IBS).

These products are responsible for a new generation of "intelligent" buildings that use structured cabling networks to manage data transmission (voice, data, imaging and baseband video) as well as environmental factors like heating and air conditioning, ventilation, fire safety, lighting and security. And of course, hotel room keys.

Buildings are called intelligent because computers and local area networks (LANs) are used to manage just about everything hotel people need to be concerned about.

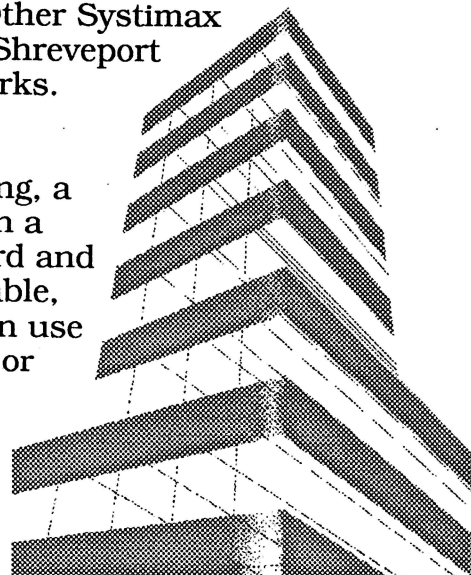
The EW&C SBU at the Omaha Works plays a big part in making possible this revolution in building systems management. Our 1061 and 2061 electronic cable is used in Systimax products. The 110 connecting system and 100 megabit patch cords made in Omaha's Copper Apparatus IBUs are also components of the system. Other Systimax components are made at the Shreveport Works and NCS's Phoenix Works.

## **The VingCard**

In today's intelligent building, a guest is more likely to be given a card instead of a key. The card and the door locks are programmable, which means management can use the computer system to allow or deny access to facilities.

The VingCard Hotel Security System is a leading player in the hotel security field and is one of many building management

**(Continued on page 3)**





*This letter to the editor was published in the third quarter edition of EN-CORE magazine, a publication for and about AT&T retirees.*

**EW&C At a Glance**

**Editor's note:** *Even today, the solderless wire wrapping tool continues to be an important piece of equipment in the manufacture of today's telecommunications products.*

*The guns aren't used in EW&C, but the wire we make is used in Bldg. 30 to create millions of solderless connections each year in Omaha's Copper Apparatus IBUs in Bldg 30.*

# LETTERS

## IT'S NEVER TOO LATE...

This letter of mine has been postponed several times until recently when I realized it's "never too late." I was moved to write to you because of my feelings of high esteem for AT&T and its good relationship with employees.

My husband, Herman Miloche, was 92 years old on July 14. He is the proud inventor of the "Solderless (wire) Wrapping Tool." His invention significantly advanced the field of electrical connections.

At the time, AT&T didn't give its inventors the recognition they do today, but many years after his retirement (35 years) we were pleasantly surprised to receive an invitation to attend the 14th annual Connectors and Interconnections Symposium in Philadelphia, where he received a plaque recognizing his significant contribution to the industry.

I think it would be timely to give him the recognition he so justly deserves from his own company.

**Ernestine Miloche**  
Freehold, N.J.

**Who came up with the idea for the solderless wire wrapping gun, anyway?**

Ernestine and Herman with the Wrapping Tool.

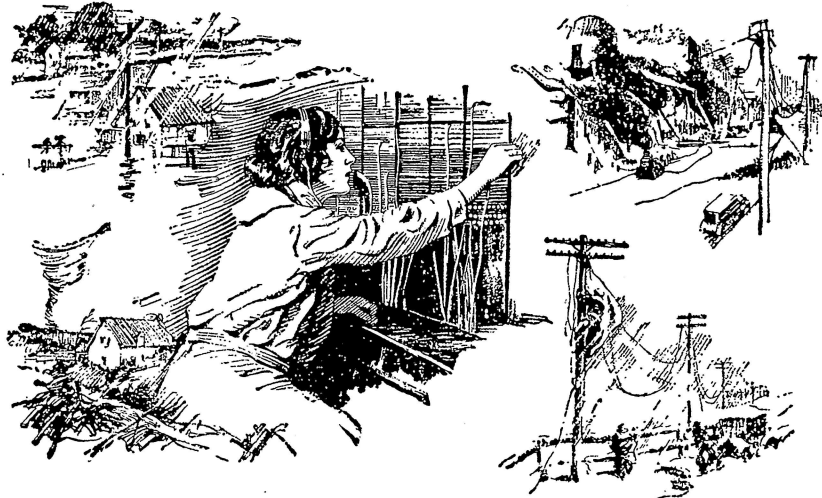




# Service is our heritage

February 1, 1924

*The Dairy Farmer*



## Priceless Service

Despite fire or storm or flood, a telephone operator sticks to her switchboard. A lineman risks life and limb that his wires may continue to vibrate with messages of business or social life. Other telephone employees forego comfort and even sacrifice health that the job may not be slighted.

True, the opportunity for these extremes of service has come to comparatively few; but they indicate the devotion to duty that prevails among the quarter-million telephone workers.

The mass of people called the public has come to take this type of service for granted and to use the telephone in its daily business and in emergencies, seldom realizing what it receives in human devotion to duty and what vast resources are drawn upon to restore service.

It is right that the public should receive this type of telephone service, that it should expect the employment of every practical improvement in the art, and should insist upon progress that keeps ahead of demand. Telephone users realize that dollars can never measure the value of many of their telephone calls. The public wants the service and, if it stops to think, cheerfully pays the moderate cost.



AMERICAN TELEPHONE AND TELEGRAPH COMPANY  
AND ASSOCIATED COMPANIES

**BELL SYSTEM**

*One Policy, One System, Universal Service*

## How smart can a room key be? (cont'd. from pg. 1)

systems supported by the SYSTIMAX IBS.

When a new guest checks into the hotel, both the card and the room lock are configured to make sure only the new guest can get into the room.

If you happen to be one of those people who can never seem to find their keys (or their room card, for that matter), there's good news. With the correct programming, you may be able to use your credit card or company pass (or any magnetic striped card) in place of the room card. Anything to make life easier.

A system like this lets the hotel manager breathe easier, too. She can instantly monitor all locks and control all doors in the hotel from a remote location.

Programmable hotel cards are only the beginning of an information revolution made possible with AT&T design and manufacturing know-how. —Linda Enterline

—Information in this article was gathered from AT&T's Consultant Exchange Newsletter, September 1993.

# A PIECE OF THE PAST

*This article was published in the third quarter edition of ENCORE magazine, a publication for and about AT&T retirees.*

## GOING GLOBAL - THE FIRST TIME AROUND

**C**able unloaded at the docks of Shanghai, switches made and installed in St. Petersburg, telephone sets on executive desks in London. These read like current AT&T headlines from the company's pursuit of global markets. But they are not. They are descriptions from when AT&T, in particular the Western Electric Co., was a global concern beginning in the late 1800s.

Western Electric made its first international sale of telephone equipment (to Australia) in 1880, just four years after Alexander Graham Bell invented the telephone.

Worldwide telephone opportunities grew quickly. In 1882 Western Electric opened an overseas plant in Antwerp, Belgium. The Bell Telephone Manufacturing Company, as it came to be called, soon became a thriving business with sales offices in several countries on the continent. The Western Electric Company Ltd. of London, England, followed the next year. By the 1910s, it was the largest overseas subsidiary, with two plants, 3,500 employees, and sales offices throughout the British Empire. Smaller plants followed in France, Italy and Spain.

Western Electric switchboards served the first telephone exchanges in Japan, which opened in Tokyo and Yokohama in 1890. In 1899, Western Electric took majority ownership in the newly formed Nippon Electric Company which came to control three-quarters of the Japanese market for telephone equipment. By the early 1920s, it had 1,400 employees and annual sales of \$5 million.

Western's affiliate in Russia, the N.C. Heisler Company, supplied most of the telephones and switchboards for St. Petersburg and Moscow. But in 1917 the Communists seized and nationalized it in the wake of the October Revolution.

International Western Electric sales topped \$21.6 million dollars in 1922, which represented 47 percent of the total market. The company competed for sales in every country with a significant telephone system except Russia and Germany.

But Walter Gifford, who became president of AT&T in 1925, saw the international business as a distraction from AT&T's purpose, which was to provide universal telephone service in the United States. He decided AT&T should leave the international business. Western Electric sold its international operations (except Canada) to the International Telephon and Telegraph Company (ITT) for \$26 million. It would be another 50 years before AT&T again ventured overseas.

Today, AT&T is again a successful competitor in the global marketplace. It operates in more than 100 countries and employs more than 50,000 people internationally.

—Sheldon Hochheiser

AT&T Archives

To write: AT&T Archives, 5 Reinman Road, Warren, NJ 07059-0647.

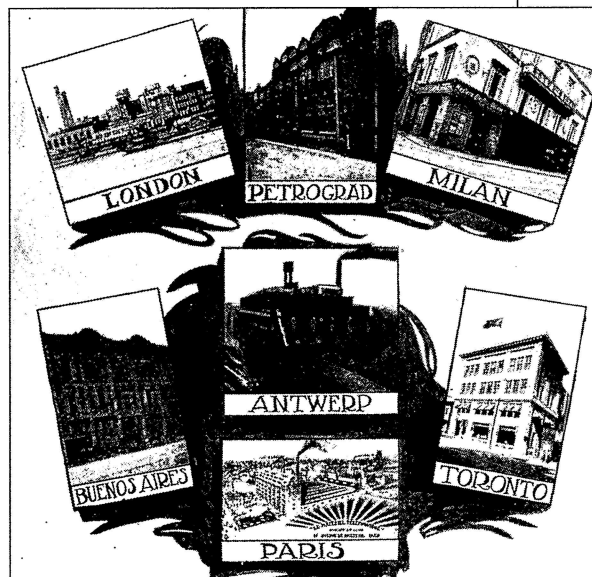


Photo courtesy of AT&T Archives

**AT&T's dealings as a global company date back more than one hundred years.**

**Please post.**

A publication of the  
electronic wire and cable  
SBU at the Omaha Works

EW&C

**AT A GLANCE**

December 9, 1993



# Why?

**Destiny by Choice,  
Not Chance**

## Workplace of the Future

Change, cooperation and union/management partnering into the 21st century.

These are themes of the new Workplace of the Future concept introduced to all Omaha Works employees at Workplace of the Future (WPOF) meetings held Nov. 30-Dec. 3 in the auditorium.

### **Why is Workplace of the Future a revolutionary concept?**

Workplace of the Future gets to the very heart of the union/management relationship. The goal: to encourage union and management people to look at each other as partners, not adversaries.

How are we going to do that? We're going to manage our business and our behaviors in a cooperative way—one that will encourage us to do the good job we know we can do.

We're looking for one major outcome: job security as a result of the long-term viability of our business.

Workplace of the Future isn't an attempt to change the behavior of represented people only. Management employees are being asked to modify their way of working with employees—to adapt their style to fit the environment.

In the Workplace of the Future, authoritarian management styles are out. What's in? Trust, integrity and teamwork.

### **Why do we need Workplace of the Future?**

It's simple. Our customers demand quality, innovation and competitive pricing. When employees are involved in finding better ways to get the job done, productivity improves, the company prospers and job security becomes a reality.

**(Continued)**

### **Why is change important?**

- Global competition continues to mount
- Quality improvements are a must
- Pricing to win contracts is critical
- Technology is advancing at an unbelievable pace, and AT&T needs to be a leader in that area
- Our product margins aren't sacred; the competition strikes us where we're most vulnerable—quality, pricing and response time
- America is losing its manufacturing base to lower-priced competitors around the world. Large isn't necessarily better
- AT&T, the giant, must be able to compete with the smaller, flexible off-shore manufacturers with lower labor and overhead expenses. These small companies don't take on all of AT&T. They identify one product line or business to zero in on. Focus is critical
- Our business—as well as market demand—can turn on a dime. Our work skills must be flexible so we can turn on a dime, too

# Why?

Workplace of the Future  
Workplace of the Future  
Workplace of the Future  
Workplace of the Future

## What kind of change can we hope for?

- Employees have a personal stake in the success or failure of the business. It's called ownership
- Job classifications are fewer and flatter. We're trying to form a "lean and mean" organization that can respond quickly to customer demands
- Our people (individually, and our work force as a whole) are flexible, both in their skills and their response to changing needs in the workplace
- Performance of the business unit is linked to the individual
- Employees are recognized and appreciated for their contribution to the success of the business unit
- Expertise and skills are shared throughout the organization
- Educated and enabled individuals grow personally and professionally. Learning becomes a highly-valued part of our way of doing business
- Our work force is empowered to make decisions—to take part in determining the future of this business

## Why push for change?

- It's what our customers demand
- It's what we demand of ourselves
- It's the right thing to do
- It's a way to stay competitive
- It reduces cost
- It's an opportunity
- It's survival

## Employees are valuable and valued!

In the Workplace of the Future,  
each employee will know:

- Management **listens** to me.
- I am **involved** in decision making.
- I am treated with **respect**.
- I have **value**.
- I can make a **contribution**.
- I can develop **multiple skills**.
- I can **enhance my team's performance**.
- I am **involved in** and **responsible for** my future.

# Crosstalk

by Linda  
Enterline

■ **WELL, FOLKS, I FIGURE IT'S ALL DOWNHILL FROM HERE**—an easy slide into the New Year. No sweat. (Yeah, right!) We have a heap of stuff to finish in '93, so let's **DO** it! ■ **I WISH I'D SAID THAT:** "Do not do anything that consumes lots of manpower and money but profits little."—Mo Zi. ■ **IN WHAT WAY IS THE U.S. DIFFERENT FROM ALL OTHER INDUSTRIALIZED COUNTRIES WHEN IT COMES TO MANAGEMENT/LABOR RELATIONS?** Hint, hint: Destiny by Choice, Not Chance. Read on. The answer to this week's \$64,000 question is coming up shortly. ■ **COULD BE ONE OF THE BIGGEST STORIES OF '93.** The NAFTA issue sure had the politicians and news people hoppin'. Yeah. Hoppin' is what AT&T will be doing as a result of the passage of the trade agreement, says **John Heindel**, copper apparatus and wire VP. **John estimates 6500 U.S. manufacturing jobs are now directly related to AT&T's exports to Mexico.** NAFTA cuts or reduces Mexico's 10 to 20 percent import tariff on U.S. telecommunication equipment. If we're competitive in Mexico, John says, the Omaha Works could see \$20-30 million more in business during coming years. Competitive advantage, here we come. ■ **CELEBRATE GOOD TIMES, COME ON!** Look for details soon about the CSQP certification plant-wide celebration, tentatively scheduled for Wed., Dec. 8. Bellcore execs will be here to celebrate the occasion. We'll be saying goodbye (don't know when) to on-site Bellcore reps when Bellcore relies entirely on Omaha's process and product audit systems. ■ **SO MUCH TO DO, SO LITTLE TIME.** Factory Engineering Manager **Dan Svoboda** and his team are making a list (and checking it twice) of projects they'll be tackling during Christmas shutdown. ■ **THIS IS WORTHY OF SOME BLACK INK ON WHITE PAPER.** EW&C's **Ron Coleman** (3rd shift, plenum insulate) is the recipient of Boy Scouting's highest honor, the Silver Beaver Award. Ron has worked for umpteen years with Millard Troop 430. Congratulations, Ron! (We work with some fantastic people, don't we?) ■ **I JUST CAN'T RESIST.** My annual holiday question. How many Santas are there, really? Find out at the Works' Christmas party on Dec. 11. Yes, Virginia, there is a Santa Claus(es). ■ **QA IS LOOKING FOR QIT SUCCESS STORIES.** Any thoughts? Let your supervisor know NOW so your team can be included among the nominees for the 1994 Network Systems Quality Team Excellence program. ■ **RIM-TO-RIM WINNERS IN THE FINAL WEEKS OF THE CONTEST INCLUDE:** Sam Wright, Tom Feuquay, Nickie Madsen, Jerry Grego, Jerry Richey, Harold Clanton, Gene Wolski, Joe Ksiazek, Jim Ellinger, Larry Bowen, Dennis Ramsey, and Scott Hixon. More importantly, *have you made RIM-to-RIM your way of doing business?* ■ **O.K., TIME TO ANSWER THE \$64,000 QUESTION: In what way is the U.S. unlike other industrialized countries in the area of management/labor relations?** Interestingly, companies and unions in every industrialized country in the world except the U.S. work **cooperatively** to make sure everyone has a future together. Why is the U.S. different? **American companies and labor unions have shared an adversarial relationship from the start.** Union/company adversity reached a peak in the 1930s. At that time, the role of the unions was an important one as the nation struggled during the Great Depression: to get the economy going by creating inflation—just what the country needed at that time to pull itself out of severe economic problems. **THAT ADVERSARIAL ATTITUDE HAS CARRIED OVER INTO TODAY'S WORKPLACE, EVEN THOUGH THE WORLD HAS CHANGED A LOT IN THE LAST 50 YEARS.** That's where Workplace of the Future comes in: Everyone has a stake in the future of the Omaha Works, so shouldn't everyone be working together to make sure we're here for a long time? Destiny by Choice, Not Chance. It's a challenge, but I know we can do it. So let's just **DO IT!** Keep up the quality. I'm outta room and I'm outta here!■

# Why?

## What's in it for me?

- Job security
- Your destiny is in your hands, regardless of what anyone says
- A happier, more fulfilling work life
- You'll feel a lot better about the job and yourself
- Don't you feel better just knowing you have some control over your future?
- You have a chance to get rid of that helpless feeling when "they" have total control over what you do every day, day after day
- Your ideas are valuable, whether you think so or not. Even if no one tells you so, you can believe others are listening to what you have to say
- As a workforce, we're going to get rid of the mentality that others use our ideas and hard work only to make *themselves* look good. Credit will be given where credit is due

OMAHA WORKS

# DESTINY BY CHOICE

NOT CHANCE

## AT&T • IBEW

The Workplace of the Future presentation was prepared by members of the Oversight Committee and Workplace of the Future Council. Participants represent a cross-section of IBEW 1974 and 1614 Union members and Omaha Works management employees.

Oversight Committee members include **Jim Andry, Donna Schwenck** and **Frank Possinger**. WPOF Council members are **Mike Kelly, Dave Kempkes** and **Marlene Majeski**, IBEW Local 1974; **Luis Canal, Dennis Vlcek** and **Sandy Petska**, IBEW Local 1614; **Ray Swartz, David Hitchcock** and **Dick McGaughey**, management employees.

The WPOF Committee has been meeting for several months to lay the groundwork for a revolutionary partnership between management and represented individuals. The Workplace of the Future philosophy will guide us in taking control of our future into the 21st century.

# Why?





**Please post.**

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EW&C

**AT A GLANCE**

December 20, 1993



**Seasons Greetings  
and  
Best Wishes  
for a happy and  
safe 1994!**



*Mack* *George*  
*Paul*

*Dick* *John*  
*Rhett* *Jim*

*Wayne* *Bill* *Merle*

Merle Dinslage, Dick McGaughey, John Heindel,  
Wayne Andersen, Rhett Zeplin, Mack Curbeam, Bill Meyers,  
Jim Andry, Paul Koehler, George Schabloske



# New year, new start

With our long holiday shutdown, we have the chance to relax, enjoy the holidays and take a break from the day-to-day stresses of work life. It's amazing how refreshing a holiday vacation can be.

A New Year gives us a chance at a fresh start—a psychological “jump start” on what we hope to accomplish in 1994.

The trick is to take advantage of this new outlook and put it to work for us in a way that lasts the entire year.

We're not talking about resolutions. As you know, most of those don't even make it through the Orange Bowl.

We're talking about using your New Year's outlook to learn how to handle some age-old problems: stress, problems and disagreements at work and at home, and all-around burnout. We all hate when that happens!

Need some ideas on how to get a good start in '94? Here are some suggestions on how you can make your life in 1994 less stressful, less confrontational and a whole lot more enjoyable.■

## What is stress, anyway?

Stress is your **PERCEPTION** of something that feels threatening to you.

The good news is: You have the power to change that perception.

■ Step back and ask yourself what's threatening about the situation. How can you change your perception?

Try this: Find something in the situation you **CAN** control. Then **DO** it!

■ Gain control of the things you can, and let the rest go. Concentrate on the areas within your control and don't dwell on the ones that aren't.■



## Winners and Losers

The winner is always part of the answer.  
The loser is always part of the problem.  
The winner always takes responsibility.  
The loser always makes an excuse.  
The winner says “Let me do it for you.”  
The loser says “That's not my job.”  
The winner sees an answer for every problem.  
The loser sees a problem for every answer.  
The winner sees a green near every sand trap.

The loser sees two or three sand traps near every green.

The winner says “It may be difficult, but it's possible.”

The loser says “It may be possible, but it's too difficult.”

Anonymous

## What to do when things go wrong

Keeping bad news to yourself isn't good

O.K., so so! You could look the sand and

You know it is anyone's. T or later, so bu

Here are some suggestions on dealing with problems:  
■ Report the problem promptly so it doesn't do before things get worse.

■ State the facts, just the facts. Don't clutter the problem with things.

■ Use tact. Instead of saying “That's not my job,” say something like: “Here's something to talk about.”

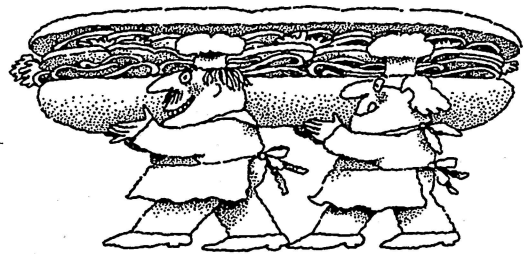
■ Go one step beyond reporting the problem. Offer a solution and ideas for preventing the problem from happening again.

■ Deliver good news, too. That way you might have in the future such a negative effect.■



"We are having more fun than humans should be allowed to have."

—David Letterman



## May I take your order, please?

We might learn a thing or two about our business from the restaurants we go to. You'll be going to a few of those this holiday season.

Restaurants, you ask?

Yes, restaurants. Look around. Does the waiter keep your water glass filled? If not, it's easy to think the management doesn't care about its customers.

Is our business like a restaurant that doesn't keep customer water glasses filled? Are you communicating to your customer you're genuinely concerned about their needs?

Have your team take a look. Without attention to service, customers might decide to try another restaurant. ■

## Getting a handle on disagreement

O.K., so we don't agree. We both have our own viewpoints and it doesn't look like we're going to have much of a chance at seeing eye-to-eye. Our comments become increasingly bitter. The discussion is going nowhere.

### What can we do?

Try this:

- Stop the discussion
- Agree on one basic ground rule: Neither of us can speak up for ourselves or make any further points **UNTIL** each has stated the other person's ideas and attitudes to the satisfaction of the other person

### What's the point?

To get off dead center, we sometimes have to stop what we're doing

and step back to see what's really happening.

When we restate what we **THINK** our opponent is saying, we're well on our way to identifying **EXACTLY** what we don't agree on. When we do that, we zero in on the specific areas of disagreement.

By identifying these points, we have a good starting point from which to work out differences. ■

When something terrible happens to you, step back and ask yourself:

"Where is it written in heaven that nothing bad should ever happen to me?"

thing not so good has happened. The other way—stick your head in it's not your problem. It's as much your team's problem as it is your problem. The problem has to be handled sooner and take care of it ASAP!

### Take control:

Your team can figure out what to

It won't make things seem worse by it don't help to solve the problem. "It's just awful," trying we need to

problem. Offer the same prob-

any bad  
y not have



# A PIECE OF THE PAST

## CARVING A NEW IDENTITY

**T**en years ago, in 1983, AT&T prepared for divestiture, scheduled for Jan. 1, 1984. Among the multitude of details involved with separating the local telephone business from the rest of the company, AT&T also had to re-invent itself, including its name.

On July 8, 1983, U.S. District Judge Harold Greene assigned the Bell name as well as the Bell logo to the 22 Bell Operating Companies, in his modifications to the plan of reorganization. This was yet another blow to AT&T—the company had planned to adopt the name American Bell.

Since 1982, AT&T had spent \$30 million to establish the name American Bell for the unregulated AT&T subsidiary that sold data communications and computer equipment. The FCC required the creation of the separate subsidiary when it issued its Computer Inquiry II decision.

In a press conference on Aug. 3, 1983, AT&T Chairman Charles Brown unveiled a new AT&T. At the same time he made clear that the company which remained after divestiture, composed of what was formerly the General Departments, Long Lines, Western Electric, Bell Telephone Laboratories and American Bell, would be one entity.

People would know the company by its monogram AT&T. Though seldom used in advertising, the monogram symbolized financial stability and strong leadership. The company selected a new logo, the symbol designed for American Bell in 1982. The blue globe with white striations depicted the electronic technologies of the Information Age.

The logo aligned with AT&T's new mission, as Chairman Brown articulated it: "With the advent of divestiture, we'll have a new corporate purpose—to be a leader in world competition to create a universal information marketplace."

That wisdom is clear today, as AT&T brand recognition ranks alongside such well-known names as Walt Disney and McDonald's.

AT&T continues to change in response to new technology and markets. These days, changes often involve other companies in joint ventures and mergers like the 1991 merger with NCR, and the planned merger with McCaw Cellular Communications, Inc. And, new opportunities often cross traditional business lines. In August, 1993, AT&T created a group, Multimedia Products and Services, headed by Executive Vice President Robert Kayner, to focus AT&T's participation in new markets created by the intersection of computing, communications, consumer electronics and entertainment.

—Liz Colmont

AT&T Archives

To write: AT&T Archives, 5 Reinman Road, Warren, NJ 07059-0647

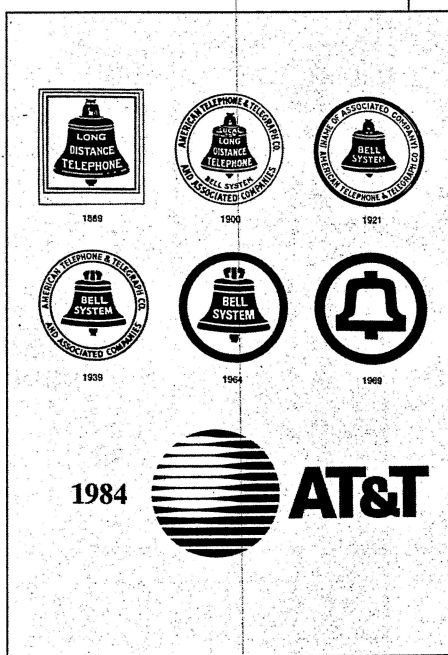


Photo courtesy of AT&T Archives

Evolution of the Bell System's blue bell logo from 1889 to 1969 and the new globe logo of AT&T.

