

Welcome back!



Standardized defect codes in EWC to improve quality, track scrap and cut costs

An EW&C task force has designed a new system which will standardize the way we identify, detail and handle non-conforming product.

Starting January 1, 1994, all non-conforming product is to be tagged based on (1) the process area where the defect occurred, and (2) the type of defect.

A simplified list of 76 defect codes replaces the list of over 300 defect codes EW&C has been using. The defect codes explain what's wrong with non-conforming product so a decision can be made about what to do with it—scrap it or repair it.

Each operator is also to indicate on the tag the area the non-conforming product was found. A new alpha code has been devised to identify process areas.

Material that's been tagged as non-conforming is to be separated into a non-conforming product area identified by a black and white checkered border on the floor. From that point, the product will either be scrapped or repaired.

(Continued on page 2)

The new system can do some major things for us:

■ **#1 PRIORITY: Make sure no customer ever receives defective product** from the Omaha Works

■ To properly identify what's wrong with a product **so we can decide what to do:** repair or scrap

■ To use our scrap and repair information **to get a handle on the true cost of our product.** Each year, EW&C scraps nearly \$13 million dollars in residue scrap and bad product! We also need to make sure the cost of the scrap material is billed to the appropriate cost center. That kind of money has a big effect on our bottom line

■ To use this information to **zero in on specific problems in a certain process** that produce a unacceptably high amount of non-conforming material. This information is like a red flag telling us what processes cause us a lot of problems and a lot of scrap

■ Standardization will make mistakes stick out, **showing where training is needed** for individual operators who may be new to a job and need extra help



Inside...

Singing off the same sheet of music...New checkerboard areas designate scrap and non-conforming material throughout the Omaha Works



Customer complaint forces us to look at processes

In July 1993, a customer sent us a sample of defective cable we had shipped to them. The green/white conductor pair was obviously missing.

How could cable with such a serious problem have been shipped *all the way to the customer* before anyone figured out something was wrong?

Here's the kicker. ***We knew the product was bad before it was shipped!*** We just didn't follow through in handling the problem after we identified it. We simply didn't communicate between areas.

How did this cable end up in the hands of a customer?

Two independent investigations looked for the answer. Product engineer **Johnny Langle** and AQT #8, headed by **Lloyd Donahoo** of plenum jacketing, both figured out where the problem started.

Just because you understand doesn't mean others do

The green/white conductor pair broke during jacketing. The bad reel was tagged and isolated.

Isolating a reel wasn't enough. The jacketing people didn't follow through with the packaging people to provide understandable information either in writing or in person.

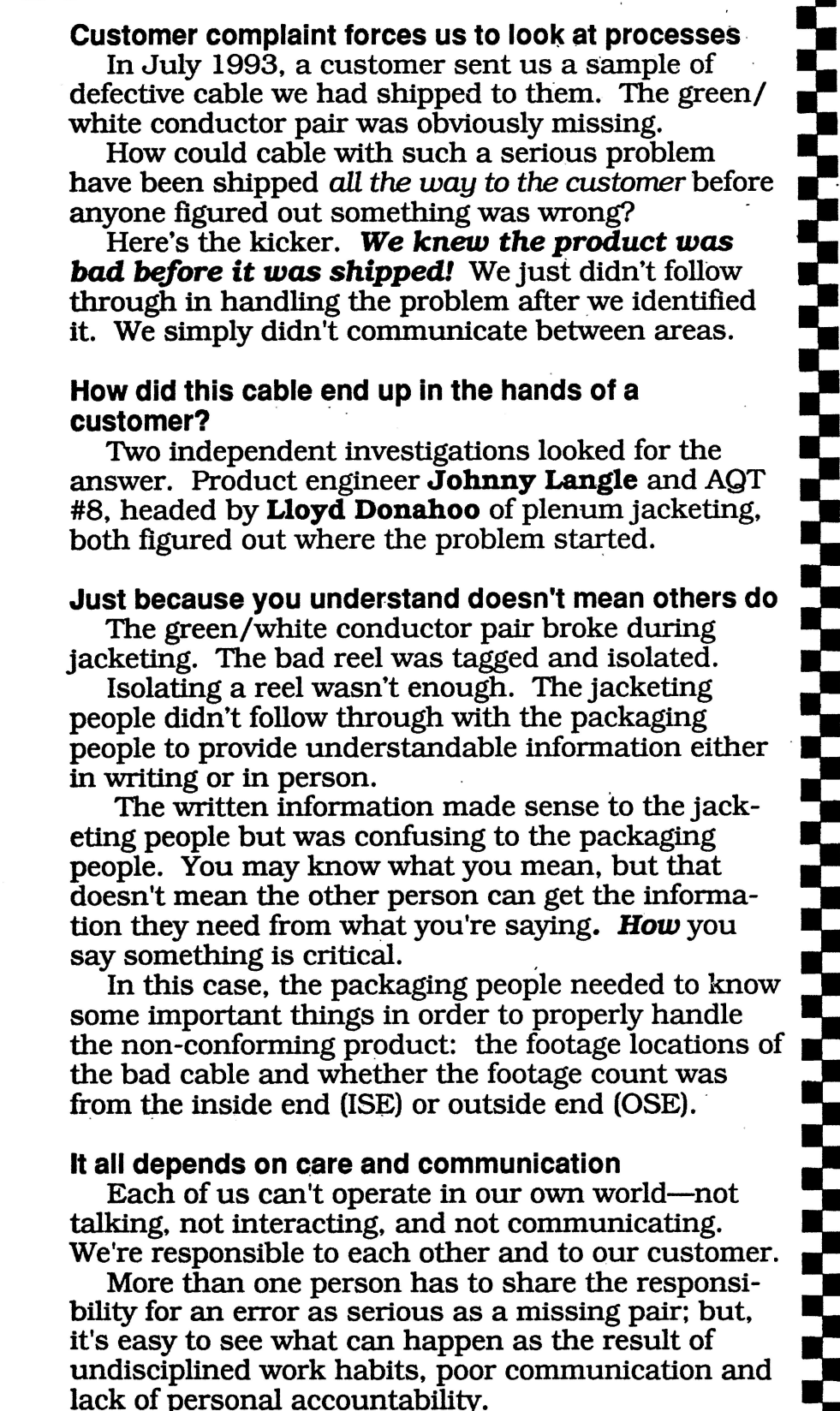
The written information made sense to the jacketing people but was confusing to the packaging people. You may know what you mean, but that doesn't mean the other person can get the information they need from what you're saying. ***How*** you say something is critical.

In this case, the packaging people needed to know some important things in order to properly handle the non-conforming product: the footage locations of the bad cable and whether the footage count was from the inside end (ISE) or outside end (OSE).

It all depends on care and communication

Each of us can't operate in our own world—not talking, not interacting, and not communicating. We're responsible to each other and to our customer.

More than one person has to share the responsibility for an error as serious as a missing pair; but, it's easy to see what can happen as the result of undisciplined work habits, poor communication and lack of personal accountability.



When a customer gets bad product, it doesn't matter to them that most of our cable is free of defects. That customer only cares about the fact that the stuff we sent to them is bad. They base their opinion of us by the quality of the cable they receive.

—Ron Schmidt
DIW Jacketing
AQT leader

What's the point of identifying a quality problem when we turn around and ship the bad cable to the customer anyway?

In our ISO and CSQP (Bellcore) quality audits, we assure the auditors that we have a process in place to handle our quality problems. Obviously, the system wasn't working as well as it should have. The task force decided to get to the root cause to figure out how to stop a repeat of what happened.

Lloyd Donahoo of plenum jacketing and **Ron Schmidt** of DIW Jacketing saw the need for a better system and got the group started.

(Continued on page 3)



Look for the black and white checkerboard (like you see here) in your area to show where non-conforming and scrap material should be placed.

(Continued from page 3)

The task force members include: **Lloyd Donahoo**, Plenum Jacketing; **Rich Miller**, Central Office Jacketing; **Ron Schmidt**, DIW jacketing; **Vince Seaman**, **Barb Sterkel** and **Les Craig**, Reelex/Rewind Packaging; **Cliff Richardson** and **Johnny Langle**, Product Engineering; **Terry Kottwitz**, Quality Engineering and **Jerry Richey**, SBU Performance Metrics Coordinator.

The EW&C task force devised a non-conforming material system that was consistent—one that could be used in all processes in the SBU. The new system cut the defect code list from over 300 to a manageable 76 and fit in nicely with Quality Assurance's new checkerboard system (see below) to identify non-conforming and scrap material.

Problems like this show us why we *must* have a standardized process and we must talk to each other from process to process. If we don't, we won't have a handle on our processes and can't guarantee our customers the quality they look for in our products.■

Checkerboarding standardizes scrap and non-conforming areas in the shop

A new system has been devised by Quality Assurance to identify areas where non-conforming and scrap material is to be separated. Black and white checkerboarding (like you see on this newsletter) should be the standard in all process areas in the Omaha Works effective July 1, 1994.

The supplies are now available from Quality Assurance and the system can be implemented in areas at any time—the sooner the better.

Some process areas will have scrap areas, some will have non-conforming areas and others will have both.

"Areas have always had ways of identifying non-conforming and scrap material," says Quality Assurance Engineer **Bob Burdett**. "The systems all worked fine, but no two areas did things alike. The colors used were different and so was the way the product was separated."

"This new system will also help when people move from one job to another. They'll already know how to handle scrap and non-conforming material because it'll be the same way in all areas."■

January 4, 1994

Singing off the same sheet of music



EW&C is taking the lead in communicating the new system of segregating scrap and non-conforming material into checkerboard areas in each process area.

The Quality Organization holds classes in early January for EW&C engineering, operating and AQTs to discuss the new standard for the entire Omaha Works. Copper Apparatus has not yet scheduled their people to attend similar classes.

Quality Assurance Engineer **Bob Burdett** and EW&C Quality Engineer **Terry Kottwitz** will discuss modifying floor markings, signs, tags, forms, layouts and area quality manuals.

"We're trying to do our best to communicate this to everyone," says Terry. "We don't always do as good a job as we should in talking about these things, and we're trying to change that."

At least one member of each EW&C AQT and members of the engineering and operating organizations will be attending the meetings in early January.

"We've been doing a lot of good things with how we handle non-conforming product," says Bob. "The problem was that we weren't all doing the same thing. Now we will be."

Interested in reading more? Check SI 13.006 in the Systems Instruction book in your area, or contact Bob at ext. 3221 or Terry, ext. 3226.■



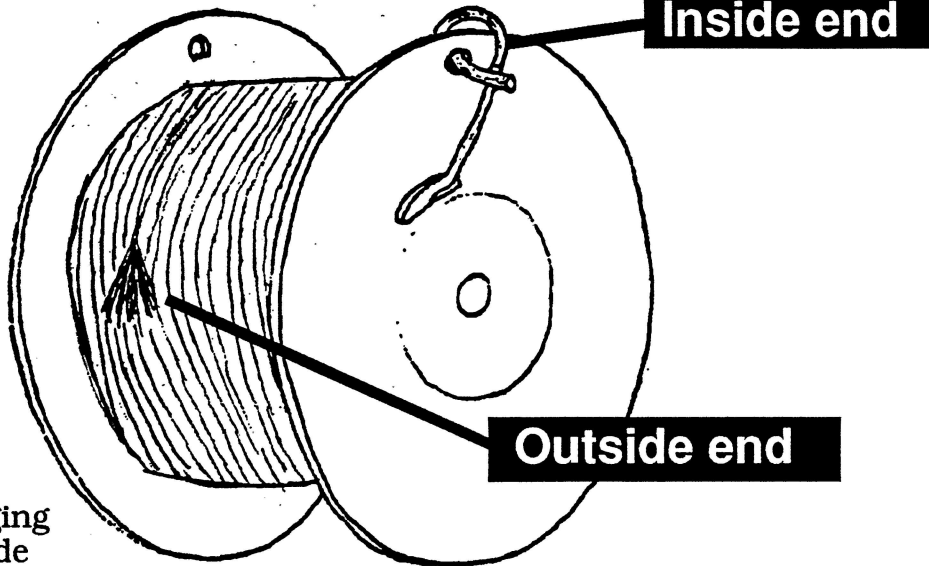
Outside end vs. Inside end

What's the difference?

Nothing in the cable shop causes more problems than this business of inside end and outside end.

What is the inside end to one operation becomes the outside end to the next operation. Talk about confusion.

OSE stands for OutSide End. ISE stands for InSide End. At jacketing, zero is at the inside end. At the packaging operation, zero is at the outside end. Basically, if OSE and ISE aren't clearly identified, there's bound to be trouble because the OSE and ISE are totally opposite ends of the cable.■



"If I don't write down the problem, I'm not responsible"

It's a big problem. Our systems don't work as well as they should because some people didn't feel a personal responsibility to take care of quality problems.

For some people, it's hard to say they've made a mistake; or it's hard to say a product is bad. That might involve finger-pointing when it comes to finding out who caused the problem.

Rather than taking care of defective material, it's easier for some people to just push the bad product in the manufacturing flow, hoping that someone else might find the problem and assume responsibility for it.

No responsibility, no traceability.■

What's the significance of the black checkerboard?

In racing, the black and white checkered flag signals the end of a race. That concept sort of applies in handling non-conforming material.

In our case, the black and white checkerboard is the equivalent of racing's checkered flag—the end of the race for non-conforming and scrap material.

The Omaha Works is the first major company in the Omaha area to make use of the checkerboard pattern.■

What would Mr. Bell think? A DECADE LATER

Atlanta Journal and Constitution, Dec. 31, 1993

During the past 10 years, the long distance market has risen to \$70 billion from \$51 billion. Consumers can't complain: a typical long distance call costs 40 percent less now than it did 10 years ago. The number of long distance calls AT&T handles has quadrupled since 1984, to 150 million calls on an average business day from 37.5 million calls a day at the time of the breakup. Perhaps the most tangible evidence of the breakup is in the types of phones people have—and what they can do with them....Now there's a \$25 billion equipment industry, made up of dozens of companies supplying phones, voice mail, FAX machines and numerous other gadgets.... Though AT&T would be hard-pressed to acknowledge this a decade ago, now it's hard to see the breakup as anything less than a blessing in disguise for the phone giant. Facing competition for the first time and rapid changes in the monopolistic attitude....One thing AT&T did was go global. At the time of divestiture, AT&T had only 100 employees outside the U.S.

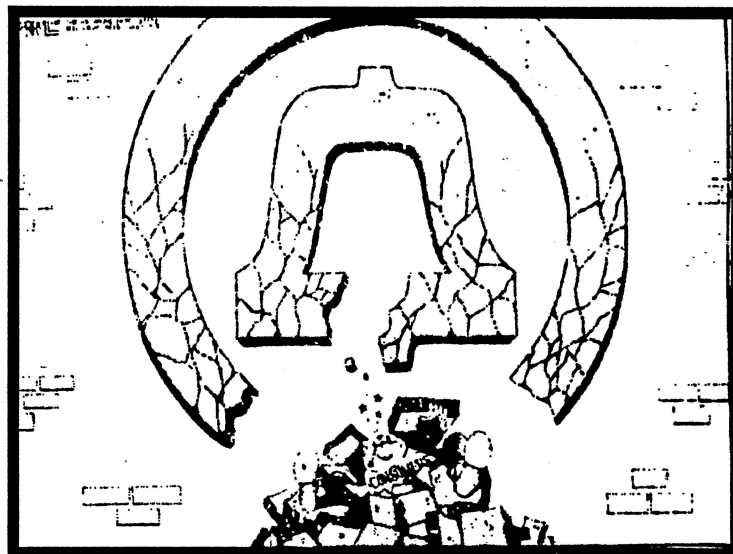
It now has 53,000. AT&T's revenue from international operations tripled to \$15.3 billion in 1992—24 percent of total sales. The divestiture also forced AT&T to expand into new areas of growth. The McCaw acquisition puts the company smack in the middle of the cellular communications boom, the fastest-growing segment of the market. And in 1991, AT&T became the key player in high technology when it bought computer maker NCR. ■

Consumers... winners or losers?

NBC-TV This Morning's Business
January 5, 1994

Ten years ago this month, one of the mightiest monopolies of our time ceased to exist....The contrast is as vast as the days of Alexander Graham Bell to visions of technological development. Bob Allen, chairman and CEO of AT&T says, "I think it's a good thing for this country. It's certainly been a good thing for our company. We're a much stronger, faster paced, more competitive operation today than we were 10 years ago."...From phone service to cellular to interactive service, one thing is for sure; competition is everywhere, perhaps making the consumer the ultimate winner.■

1983 cartoon



**More...More...More...of
Then and Now...
Turn the page!**



**1984
THEN**

**1994
NOW**



The name of the
game today is
catching the
technology
wave

Long distance

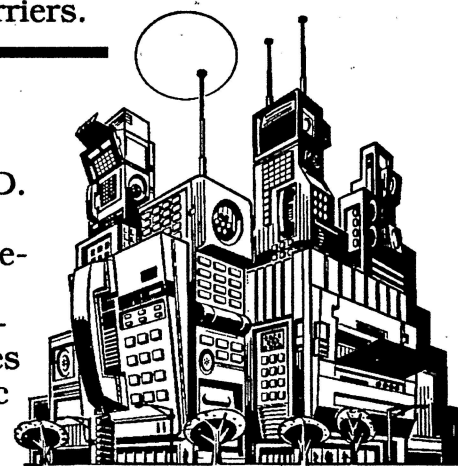
■ The AT&T long-distance network relied heavily on copper (coaxial) cable and microwave radio for transmission. Call rerouting, when necessary, was a complex, manual process that lacked sophisticated automation. Transmission rates were relatively slow: A fax could take three to five minutes a page.

■ A \$22 billion investment since 1985 makes AT&T's network the finest in the world and the basis for the network of the future—an information superhighway to carry voice, data, video, wireless and interactive content. The network's FASTAR system automatically reroutes calls around the trouble spots in minutes. Faxes transmit at a rate of seconds per page. AT&T TrueVoice—when finally implemented—will provide sound quality superior to all major carriers.

R&D

■ AT&T spent approximately \$2 billion in 1984 on R&D at AT&T Bell Laboratories. Mirroring the company's business at the time, research primarily focused on core-business products and services.

■ In 1992, AT&T spent nearly \$3 billion on R&D. Bell Labs people and resources are more closely aligned with specific business units and divisions, allowing resources to be targeted to specific intra- and inter-unit priorities. The Labs pursues broad, basic research to sustain AT&T's technological leadership, and has design centers in Japan and Singapore and several European sites.



Structure

■ AT&T is vertically integrated and divided into three parts: AT&T Communications, AT&T Information Systems and AT&T Technologies.

■ More than 20 business units and various support divisions provide a highly customer-focused operation that relies increasingly on integrated cross-business-unit strategies.

Crosstalk

by Linda
Enterline

WELCOME TO 1994 AND WHAT KIND OF FLU DO YOU HAVE? Seems everyone has it, has had it, or is dreading getting it. The Beijing flu has arrived in Omaha. (Why do you suppose they always name that nasty stuff after some place in China?) Anyway, take care of yourself, won't you?....**SPEAKING OF CHINA...**Back in September, the discussion in this column centered around the population of the mainland. A reader at the PLM called up to say it was interesting, (China's population increases by 33,000 people every hour!), but that I talked all around the issue but never gave the actual number. So what's the total population? Billions and billions isn't too far off...I'm saving the total for the end of this column. Keep reading, I may need some help with the math....**"DON'T DELAY ACTING ON A GOOD IDEA.** Chances are someone else had just thought of it, too. Success comes to the one who acts first." —Unknown....**ONE COMPANY'S SCRAP IS ANOTHER'S RAW MATERIAL.** EW&C scraps over \$11 million annually. Who-aaaa! Where does all that stuff go? You'll be hearing more about that in coming editions of EW&C At A Glance as we work to increase our recovery on scrap while helping out the environment. I'll all for going easy on the land fill....**NOT TOO MANY THINGS AROUND HERE ARE BLACK AND WHITE,** but this is: Black and white checkerboarding for scrap and non-conforming material. It's pretty slick....**OUR COMMITMENT IS TO SAFETY...**and we're going to get there by working toward a 15 percent reduction in OSHA reportable cases in 1994. Care and vigilance are at the very top of everyone's list of job responsibilities....**DON'T ASK, BECAUSE NOBODY KNOWS ANYTHING** about a new EW&C SBU manager to take over the job held by EW&C's immediate past leader/coach/Big Guy **Gary Epp.** Gary's doing a lot of international stuff in his new job based in New Jersey....**WIRE & CABLE V.P. JOHN HEINDEL HOLDS HIS NEXT EMPLOYEE MEETING AT 2:30 P.M., FRIDAY, JAN. 28.** A cross-section of employees attends these meetings in the auditorium. It's good, timely stuff...**I READ IT IN THE PAPER, SO IT MUST BE TRUE...**The World Herald ran two stories recently in which AT&T is playing an important role. The AT&T Foundation provided a grant to north Omaha's OIC to buy computer equipment for use in self-paced adult learning programs. The other story...a big one about US West wiring up parts of Omaha as a test for tomorrow's super information highway. Copper apparatus is building MTS black boxes for the test....**ELECTRONICALLY-EXCHANGED SIGNATURES SEALED THE DEAL...**between AT&T's Bob Allen and Atlanta Olympic Chief Bill Payne, in which AT&T agreed to create an AT&T Global Olympic Network at the 1996 Summer Olympics in Atlanta. What does that mean? Voice, data, facsimile and video traffic for the entire Olympic family, here, there and everywhere. Just another example of what the information superhighway holds in store for all of us. Look for upcoming information on what EW&C's piece of that pie might be....**SPEAKING OF TECHNICAL/SOCIO-ECONOMIC/POLITICAL INFLUENCES ON OUR BUSINESS...**The Brooks Bill just won't go away...When Congress convenes later this month, the House is expected to consider the Brooks-Dingell bill, the most serious telecommunications legislation since divestiture. Why? If passed, the bill would allow RBOCs to enter the long distance and manufacturing markets. Makes you wonder what divestiture was all about from the start. AT&T's government affairs people will let you know where to send your letters when the time comes for letter writing campaigns by employees....**GOOD NEWS!** Defying gravity, AT&T's stock is back up around 55.... **O.K., GET YOUR PENCILS POISED FOR THE ANSWER TO THE CHINA POPULATION QUESTION.** The stats are old (1991), but you'll get the idea. China's population in 1991 was estimated at 1,151,486,000. That's 1 billion, 151 million, 486 thousand. Now is you add 33,000 each hour over the last two years and then figure the multiples of the multiples. Go figure (literally)....Looks like I'm outta room. That's good, otherwise I'd never stop talking. Some parting thoughts: **metrics are our friends, 8 hours work for 8 hours pay and keep up the quality.** I am outta here!■

Seven things everyone should know about VPP



- ★ Employees have an effective process to notify management about hazardous conditions and receive feedback
- ★ The Union/Management Safety Committee works to assure that all safety issues are resolved
- ★ The Safety Hotline (ext. 3733) has been established
- ★ The Safety organization works with Area Quality Teams to solve safety-related problems
- ★ Monthly inspections of work areas by the Safety organization
- ★ Manufacturing Standard 16000, Personal Protective Equipment and Measures Manual located near each Area Quality Manual
- ★ There will be no discrimination against any employee if they should file a complaint with OSHA or exercise the rights to which they are entitled under the OSHA act ■

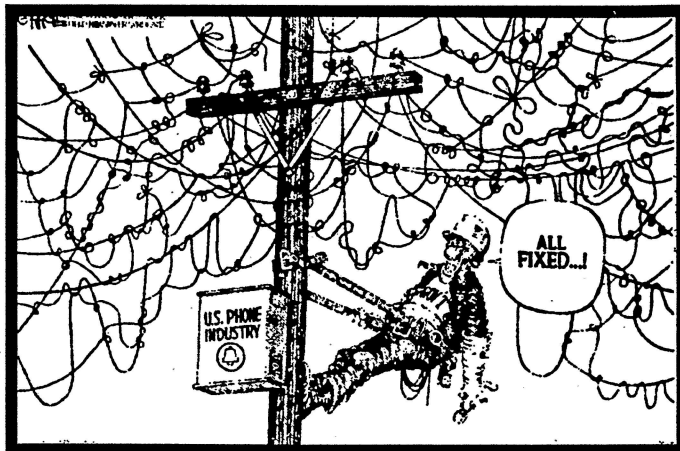
**People
can
alter
their
lives**

**by
altering
their
attitudes**



THE GREAT AMERICAN DISCONNECT

1983 cartoon



Divestiture of the Bell System, Jan. 1, 1984

THEN AND NOW

Expensive divorce

Time Magazine, Feb. 6, 1984

The breakup of American Telephone and Telegraph into eight pieces on Jan. 1 was more than history's largest divestiture. It was also the most expensive: AT&T calculates it cost \$1.23 billion. That includes the salaries of 10,000 people involved in the breakup, the cost of new letterheads, signs and trucks and advertising to get the word out. Last week the bill showed up in the company's earnings report for the fourth quarter of 1983, the last for the Bell System as an entity.

So did an even bigger cost: \$5.5 billion, mostly for write-offs on aging telephone equipment that was returned to AT&T by the old Bell Operating companies. As a result, AT&T had a quarterly loss of \$4.9 billion, the biggest ever for a U.S. corporation. Bethlehem Steel had the former record: it lost \$1.15 billion in three months during 1982.

AT&T Chairman Charles Brown said investors need not worry: "The results are not predictive of future earnings performance of AT&T and the Bell companies." Analysts noted, however, that AT&T's income from operations before the write-off was down 17.8% from the 1982 total, disappointing for a year in which economic recovery should have shown up more on AT&T's bottom line. ■

Robert Allen, AT&T Chairman and CEO,
IEEE Communications Magazine,
December 1993

It is hard to believe that ten years have passed since the New Year's Day in 1984 when the Bell System was officially dismantled... The work we know today is so markedly different than the world of 1984 that it is difficult to believe that all those changes could have taken place in just 10 years. Competition brought with it a broad range of benefits for the customer: lower prices, more options and more innovative products and services. Now it is time to test competition in the local exchange to see if the same benefits can be brought to the consumer. Our industry is in the midst of a global transformation. This transformation, the move of our society from the machine age to the information age, is both being created by the communications industry and in turn changing us. The ancient Greeks believed that chaos was the unorganized void from which all things arose...I am convinced that the confusion of divestiture killed complacency and gave birth to a new industry.... ■



Union rep on VPP national association to speak at Omaha

All Omaha Works employees will be attending Voluntary Protection Programs (VPP) presentations Tues.-Fri., Jan. 18-21, in the Works auditorium.

The guest speaker is **Arlene Green**, a production associate at AT&T's Shreveport Works and a member of the VPP Participants Association Board of Directors (VPPPA). Ms. Green represents all collective-bargaining employees nationally on this advisory board, whose goal it is to educate, facilitate and encourage implementation of VPP programs.

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

Ms. Green will talk about the significance of OSHA's VPP program. She'll also be discussing what the Shreveport Works did to prepare for OSHA's VPP audit, scheduled for Jan. 10-14.

OSHA auditors will be visiting the Omaha Works for five days beginning Monday, Feb. 7. Auditors will be discussing safety issues with Works employees on the shop floor to be sure everyone un-

derstands the significance of the programs. Omaha is striving for Star status, the highest of VPP designations.

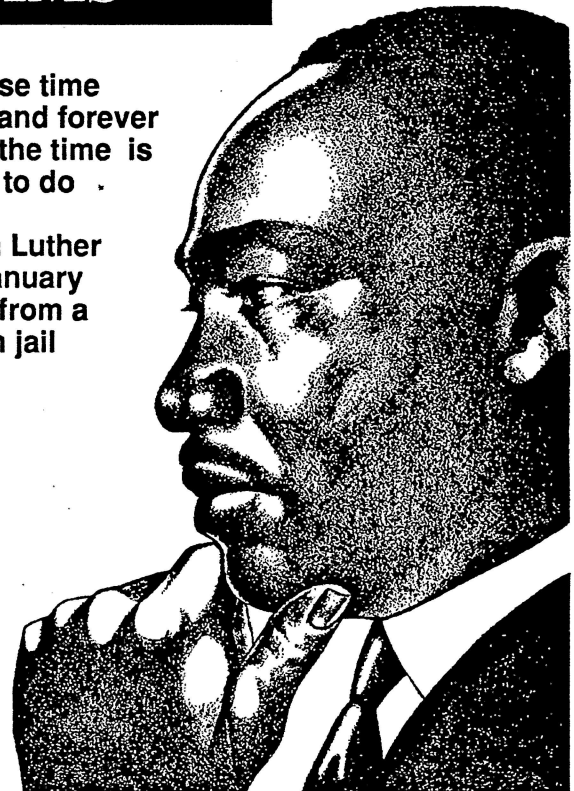
Ms. Green will discuss how all employees can work with the Union/Management Safety Committee to make the Omaha Works a safe place to work. Committee members include **Tim Gillham** and **Jim LaFollette**, co-chairs; **Bill Peters**, **Mike Parizek**, **Steve O'Dell**, **Luis Canal**, **Sam Martin**, **Jerry Pote**, **Kathe Scott** and **Rich Schmitz**. ■

Monday, January 17, 1994

IN HONOR OF THE MAN AND HIS DREAMS

"We must use time
creatively...and forever
realize that the time is
always ripe to do
right."

—Dr. Martin Luther
King, Jr., January
1963, letter from a
Birmingham jail



Easier, faster, more accurate



Overtime records computerized

A new software package is taking the headache out of keeping overtime records.

"Basically, we've taken the written overtime agreement between the Union and the company and turned it into a computer program," said **Kevin Pauba**, Member of Technical Staff (MTS) in Omaha's Information Systems Development (ISD) organization, who, along with **Bill Miller**, Senior Technical Associate in ISD, developed the code for the program.

"The software doesn't change the overtime policy or any of the rules," says Kevin. "It just automates a lot of the record keeping the supervisors have been doing manually."

The overtime system is available to all supervisors plantwide through DataKit® access to the computer room in the lower level of Bldg. 20. This system is independent of the Electronic Time and Attendance System (ETAS).

Recent modifications to the software allow a user to pull up an overtime pool on one screen. Supervisors don't have to call up the OT records of individuals in each overtime pool. They can call up the entire pool in one screen.

With the click of several keys, records are made of who was offered overtime, and who has accepted.

Each supervisor will continue to keep an OT log book containing a summary that's available to everyone.

Computerization of the manual system makes possible a long list of improvements:

- Standardization of the way we keep OT records
- Improved accuracy and efficiency
- Reduction of human error resulting in a mixup in the way overtime is offered and recorded
- Simplification of the administration of the overtime policy
- Reduced need for cross-training of supervisors who fill in for each other
- Easier monitoring of overtime activities by Union stewards

(Continued on page 2)

4

OVERTIME SPREAD SHEET

ESD

FISCAL MONTH

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Overtime

(Continued from page 1)

The OT log book includes computer-generated forms for each overtime pool and a copy of the contract overtime policy.

You'll also notice a difference in the size of the OT log book. It's smaller, going from ledger size (11 x 17) to letter size (8.5 x 11).

What inspired the change from paper to computer? It was a PC-based overtime program, copies of which were passed informally between supervisors, who made modifications to suit each area.

Soon, lots of people saw the benefits of computerization. The effort to standardize throughout the plant began. EW&C blazed the trail in efforts to make a standard computer program available to everyone.

A task force was formed and included ISD Software Engineers, Operating Supervisors and Department Managers, Union Representatives and Production Associates.

The team has been meeting weekly for over a year to develop, implement and fine-tune the system. The OT system is now being implemented throughout the Omaha Works.■

Toward a paperless work environment



The new overtime software includes something that's really unique—an electronic user manual. Electronic user manuals cut down printing, distributing and storage costs.

The on-line manual is supplemented with hard copies (upon individual user request), but future releases will stress the computer version over the hard copy.■

Congrats! **Nice going!**
Great! WAY TO GO!
Yea! FELICITATIONS!
Take a bow! 3 CHEERS!

Many, many people—"a changing cast of characters"—helped get the new computerized OT system up and running. Our changing cast of characters includes: Union Representatives, Production Associates, Operating supervisors and Department Managers, ISD Staff and Management, and Training and Labor Relations personnel.

The overtime software is proof of the good things people can do when they put their heads together. Congratulations and thanks to everyone!

**Initiative is doing the
right thing without
being told.**

—Anonymous

Crosstalk

by Linda
Enterline

HI, HO! So, how 'bout that Super Bowl, eh? Hope your favorite team came out on top. I'll bet the outcome didn't make some of Omaha's Buffalo transplants too happy. Deal with it, I guess. For some, the commercials are the best part, anyway. USA Today polled 60 volunteers to see how much they liked or disliked Super Bowl commercials. The scale was 1-10 and 10 was the highest. AT&T's 30-second commercial, *Families Find Their True Voice*, ranked 17th, with a rating of 7.31...**BOY, ISN'T THAT THE TRUTH...**"To obtain maximum attention, it's hard to beat a good big mistake." —Unknown.... **WHAT'S THE DIFFERENCE BETWEEN SCRAP AND RAW MATERIAL?**...It all depends on how you look at it. The difference between scrap and raw material might be less than you think...Read on, think about it, and we'll talk about it later...**THE BLITZ IS ON...**to strengthen our safety and housekeeping in preparation for the OSHA Voluntary Protection Program audit during the week of Feb. 14. VPP...a cooperative effort among OSHA, labor and management to protect the safety of all employees.... **DOES ANYONE AROUND HERE SPEAK CHINESE?**...Starting Mon., Feb. 21, employees of our joint venture in Tianjin, China, will be here for about five weeks. The team will include two product engineer-types, two electricians and one machinist. EW&C Engineering's **Dean Schwery**, and Plant and Factory's **Steve Bales** will be working with our Asian partnerships during this training period....**THEY'RE DYING TO FIND GOOD APPLICANTS IN THIS AREA...**AT&T's Family Care Development Fund is looking for child and elder care programs in our area that might qualify for some sizeable grants. The programs must serve the family members of AT&T employees, but can't be owned by an employee (a day care center in your home, for example). Have a good idea? Call Gene Saab, ext. 3061....**DON'T THROW THAT BOOK AWAY...**the one represented people received recently describing the particulars of the benefit programs. You never know when you'll need it....**OMAHA, HERE IT COMES!**...Shreveport Works' premises connectivity product (PCP) line will be moved by the end of 1994 to Omaha's Copper Apparatus shop, which means a significant pickup in activity in the molding and tool room areas and assembly. Why the move? Because PCP products are part of our Systimax® line. What does that mean for EW&C? Cable we once shipped to Shreveport will be shipped across our courtyard to the other side. Surplus production associates in Shreveport will be considered for openings here through the ATS Occupational Transfer System. Omaha's **Chuck Meyers** is the product move coordinator. **ISO 9001, YEAH!**...The Omaha Works is now registered to ISO 9001 standards. Lloyd's Register Quality Assurance Ltd. awarded the certificates in December 1993. On-site inspections were conducted in July 1993 of product design policies and procedures at Omaha, and AT&T Bell Laboratories facilities in Atlanta, Ga and in Whippany, Middletown and Chester, NJ....**SO WHAT IS THE DIFFERENCE BETWEEN SCRAP AND RAW MATERIAL?**...Here's the answer you've been dying to hear: not much. Because of a new recycling program to be announced soon, nearly 100 percent of the stuff *we* call scrap will be sold to recyclers. That makes our scrap a source of money that flows directly to the bottom line. Our scrap is somebody's else's raw material. Do you know what else? We won't be sending anything to the landfill anymore. (We should all like that a lot.) It all comes down to our efforts to sort our scrap material (which we already do) and keep it the clean scrap needed by recyclers. We'll be talking more in weeks to come...**WELL, THE BOTTOM MARGIN HAS COME AND GONE**, so that's my cue to make tracks. Remember, quality and safety today bring rewards tomorrow. Increase quality, reduce waste and save \$. Is this the place to wish you a grand day? Consider it said. I am outta here....■

4

ALL HANDS ARE NEEDED TO KEEP
THIS PLACE SAFE AND CLEAN.

**THE
VPP AUDIT
FEB. 14-18**

Joint venture opens new markets, ups revenue, grows the business



A new NCS joint venture to supply wire and cable products in the People's Republic of China (PRC) opens a huge new market for AT&T products, a key factor for any business working to stay competitive in today's global economy.

The name of the joint venture company is AT&T of Tianjin Cable Co., Limited. The company will manufacture electronic wire and cable products. It will also market, sell and support the sale of switchboard cable products in the PRC.

The partnership will supply and support five major switching vendors in China—AT&T's switching joint ventures in Qingdao and Chengdu, NEC of Tianjin, Siemens of Beijing, and Alcatel of Shanghai.

Manufacturing in the PRC allow us to meet government requirements that products be manufactured in the PRC using local workers and facilities.

The joint venture will be manufacturing three types of central office cable, two of which have never manufactured by NCS before.

Looking toward the future

This partnership positions Network Cable Systems to become a major player in telecommunications equipment in the PRC. Manufacturing operations at the joint venture facility in Tianjin are to begin in the fall of 1994.

Our future depends on finding new customers, increasing revenues and expanding the business. International joint ventures like the one in Tianjin give NCS and AT&T a unique opportunity to position ourselves in a market predicted to experience tremendous growth potential for years to come.

Profitable revenue growth is the key to success in business today and will allow EW&C to reinvest in its existing facilities, thereby improving job security for AT&T employees, both at home and abroad.

Tremendous growth on the horizon

Forecasters predict the installation of 72 million lines in the PRC by the year 2000. Currently, China's teledensity (phones/100 people) is only 1.5.

(Continued on page 2)

Inside

*Why are joint ventures
important?*

Where is Tianjin?

Saying "hi" in Chinese

Joint venture grows the business (continued from page 1)

AT&T hopes to earn its share of this huge market with this wire and cable joint venture and with two newly-formed joint ventures in Qingdao and Chengdu which will provide AT&T switching systems to the market.

Joint venture products to be made in Tianjin include twisted pair copper switchboard cables used primarily to connect switch modules to distributing frame systems in a central office. Cable sizes range from 8 to 128 pair.

The switchboard cable market represents only a fraction of the total wire and cable needed by China to support its growth plans. The type and rate of our product line expansion will depend on future market demand in China.

Different cable types, different manufacturing specs

Two of the three central office cables to be manufactured in the Tianjin joint partnership (for NEC and Siemens) are not like any cable manufactured at the Omaha Works. Manufacturing specifications of our international customers in the PRC are different from cable manufacturing specifications for our European and domestic customers.

Major competition in the market comes from established cable companies outside the PRC and from Chengdu Cable Co., Chengdu, PRC. While many domestic manufacturers produce cable products in China, most fall short of competitive standards in both production capacity and quality standards.

About our joint venture partner

AT&T of Tianjin Cable Co., Limited was formed in 1993 as a joint venture of AT&T Network Cable Systems (NCS) and Tianjin Electronic Wire and Cable Company (TEWCC).

TEWCC has been manufacturing cable products in mainland China for over 50 years. Presently, the list of 2950 employees includes 196 engineers and technicians and 380 managers. The company specializes in producing wire and cable, optical fiber cable and temperature resistant wire and cable. ■

Joint venture training to begin at Omaha Works

Five cable manufacturing specialists from EW&C's switchboard cable joint venture in Tianjin, People's Republic of China (PRC), will be spending five weeks at the Omaha Works starting Mon., Feb. 21.

These technical/professionals will be working with cable experts here at the Omaha Works to familiarize themselves with how to setup, operate and maintain the equipment which will be used in the Tianjin manufacturing facility, set to begin operation in the fall of 1994.

EW&C Product Engineer **Dean Schwery** will be working with **Ms. Zhao Peng Fei** and **Mr. Gao Xiang Yu**, Product/Process Engineers. Mechanical Plant and Factory Engineer **Steve Bales** will be working with **Mr. Zhao Yi Hong**, mechanical engineering, and Omaha's Electrical Plant and Factory Engineer **George Bliss** will be working with **Mr. Ren Yuan Yuan** and **Mr. Yang Wen Sheng**, electrical engineering.

Also visiting the Omaha Works will be **Mr. Charles Lee**, General Manager, AT&T of Tianjin Cable Co., Ltd., and **Mr. Zhang Huai Yan**, Deputy General Manager. ■

GROWTH

is critical to our business

**Joint ventures
open up
business
opportunities
that wouldn't
otherwise be
available**

International partnerships provide businesses access to markets that are unavailable any other way.

In today's competitive business environment, the chance to get into new markets is critical. That's why joint ventures aren't an option; they're a must.

A joint venture is developed for many reasons:

- To avoid expensive import taxes and duties on products manufactured outside the market country. Import tariffs could make the cost of those products too high to be competitive in that market.
- Joint ventures typically hire market country nationals who know the language, the culture and the inner workings of that country's business and government. We'd never make progress if we tried to figure out the in's-and-out's of every aspect of a foreign country before trying to do business there.
- Governments frequently establish localization requirements. Translation: to do business in some countries, foreign countries must invest capital and provide jobs in the market. Joint ventures assure governments that foreign businesses are in the market for the long haul. Foreign investment helps build the country's infrastructure, introduce new technology and train workers.
- Joint ventures may appear to take jobs away from American workers. That's not true. Joint ventures allow us gain new business by developing new avenues for sales. More business means a stronger financial performance. A strong business translates into job security for all employees, on both the domestic and international front.
- Joint ventures provide a way to introduce new and expanded product lines into a market. ■

你好

Ní-Hǎo means "Hi! How are you?"

Language differences present a big challenge in joint ventures. People may have no trouble with technical terms whose meanings are relatively universal. It's all the other words that may present a problem.

So how will members of the joint venture team communicate with each other in coming weeks?

Interpreters will be assisting with simultaneous translation between the American and Chinese team members. Our Chinese partners can read English well and understand a good deal of spoken conversation.

Speaking English as a second language is more difficult than listening and understanding it. Several of the Chinese tech/pro's speak some English, but it may take some time for our guests to switch gears and understand our language.

Each of us can play a part in knocking down the language barrier. It isn't easy to communicate for hours in a language that's not your native one. Most Americans don't speak Chinese (or any other language, for that matter), which certainly doesn't help the situation. Fortunately, we can do some things to make communicating less of a burden on people who're trying to speak English as a second language:

- Speak slowly and in simple terms.
- Don't shout. When you're speaking to someone who doesn't routinely speak your language, the natural tendency is to pump up the volume. That, of course, doesn't do any good. Foreign words are foreign words, no matter what the decibel level. Try repeating yourself, only this time, speak more slowly. And try this:
 - Show what you're talking about by pointing it out, or sketching it out on paper. A picture is worth a thousand words. Remember: the Chinese language is based on thousands of written characters, each a picture of a word. Asking someone to draw you a picture (and vice versa) could be the best way to communicate an idea.
 - Try writing down what you're saying. Often, written words are much easier to understand than spoken ones.
 - Be certain to extend every social courtesy to our international partners. As in all business relationships, observing professional standards toward partners and clients is important. ■



A major industrial center in the PRC

TIANJIN

Tianjin is China's third largest city and is at the same time a municipality, meaning that—like Shanghai and Beijing—it is under central government control.

Tianjin forms an industrial triangle with Beijing and Tangshan at the upper extremity of the North China plain, one of the most important production centers in China.

As an international port city, Tianjin has historically played a significant role in China as a strategic trade and communications center.

Tianjin is the center of major industrial development. The chemical industry has been expanded, large factories producing rubber and metallurgical products were developed, the textile industry was diversified and consumer goods factories were established to produce a wide range of products—cigarettes, electronics, cameras and watches. The new machine-making industry turns out a diverse range of products including tools and precision instruments.

Tianjin is also a major agricultural center, handling large quantities of wheat, corn and rice. Alongside these warehouses, food processing industries—particularly flour mills—have grown up. The area around the city has been given over to vegetable growing, poultry raising and dairying. Tianjin's proximity to the sea has also meant the development of a fishing industry and cold storage facilities in and around the town.

Tianjin is 75 miles southeast of Beijing—a 1.5 hour train ride from the capital and 40 minutes by plane.■

**WE'VE PASSED
THE VPP AUDIT!**

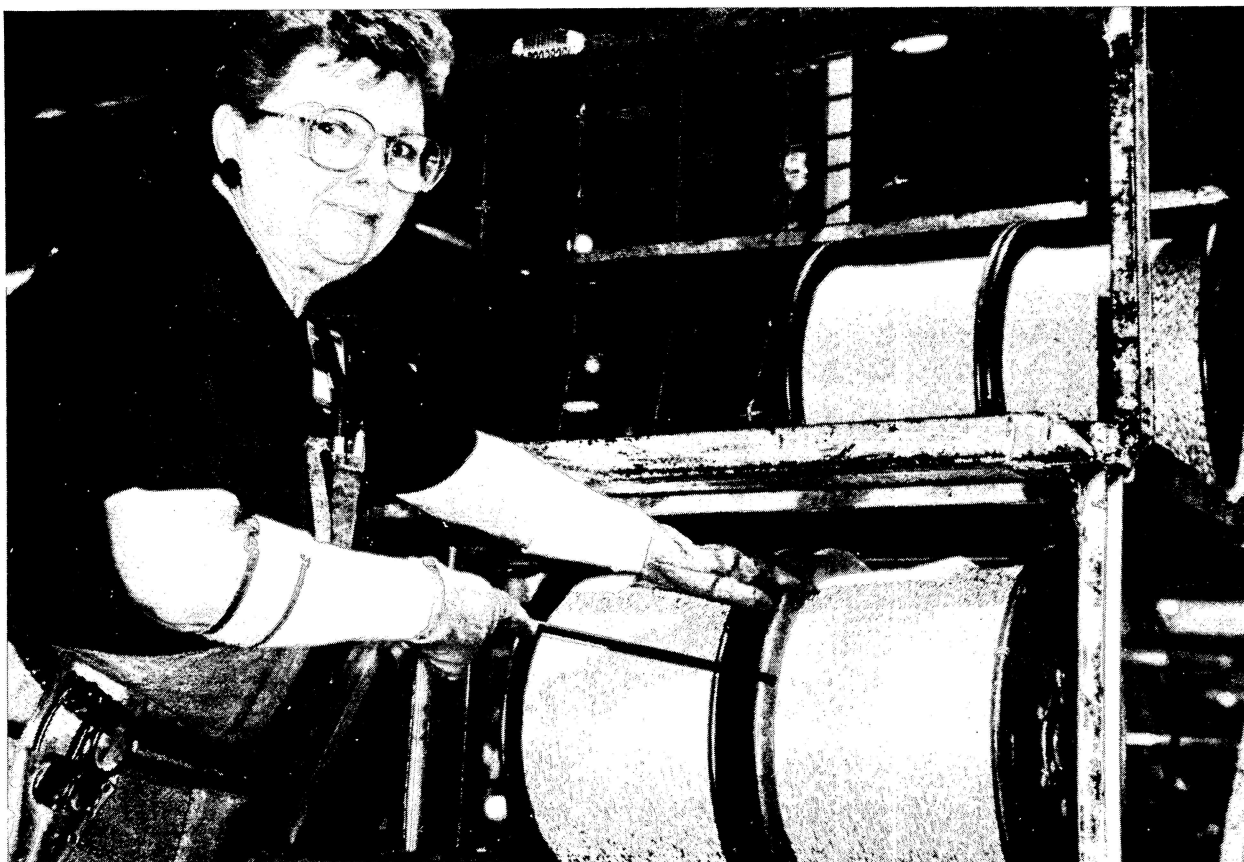
**WITHIN 60 DAYS,
OSHA WILL
ANNOUNCE
OUR AWARD STATUS:
STAR OR MERIT.**

**CONGRATULATIONS
ON YOUR AWARD,
EMPLOYEES OF
THE OMAHA WORKS!**

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



Reel hooks born of necessity, ingenuity and innovation



Evie Winters demonstrates how the twelve small holes in the reels of the flange are perfect for "hooking" the reels without damaging the product.

Call it the hook. Call it the back saver. Call it what you want. It's a simple answer to easing the pain and strain of moving loaded 534 twisted-pair reels in and out of racks.

And it's so simple—two 18" metal rods that grab 534 reels like old-fashioned hay hooks grab a bale of hay.

Evie Winters thought up the idea. She was the first person to figure out what a big help the hooks

could be to her as she loaded 534 reels from 2-reel-deep racks onto a jack stacker near her DIW jacketing line (IBU 254). The DIW jacketing line requires at least thirty-six 534 reels on each 8 hour shift.

Loaded reels can weigh as much as 140 pounds. The hooks are a great help in dealing with the problem of how to safely move heavy reels in enclosed spaces.

"I was having a tough

time reaching the reels in the back of the racks," says the 30-year AT&T employee. "I'm so short, the only way for me to get the reels out was to crawl in there!"

Evie's back began to bother her from the physical strain. She had bruises from bumping into racks as she reached for the back row.

She thought something to improve her extension and pull the reels closer would solve the problem.

SQT survey to identify ways to improve customer service by maintenance group

The Maintenance Organization has formed a Support Quality Team (SQT #17). One of the team's objectives is to get an idea how satisfied areas are with the support service being provided by the Maintenance group. Once customer satisfaction is assessed, the SQT will work to make improvements in customer service.

Another of the group's current project is to develop a quality manual similar to those created by the AQTs.

Members of the SQT will be attending AQT meetings, asking that a survey be completed. The responses will be used by the SQT in prioritizing Maintenance issues and requests.

Each AQT is asked to survey everyone in their department before completing the SQT questionnaire.

If your AQT hasn't received the survey, or you'd like to be assured your input is provided to the SQT, please contact any of the following individuals: **Bob Morris**, ext. 3142; **Jessie Welker**, ext. 3142; **Mondo Marcuzzo**, ext. 3901; **Eric Petersen**, ext. 3224; **Gary Shaw**, ext. 3254.

The results of this survey, as well as SQT recommendations, will be provided to each AQT, and will be published in an upcoming edition of *EW&C At a Glance*.■

ISO audit to begin Monday, March 7

Audit your area like an ISO auditor would

Lloyd's Register Quality Assurance Ltd. (LRQA) will be conducting a semi-annual ISO 9001 registration audit of NCS beginning Monday, March 7, 1994. Auditors will be on site at the Omaha Works beginning Wednesday, March 9.

One auditor will be conducting a surveillance audit in three areas identified during the July 1993 audit: EW&C insulate, injection molding and the cabinet shop. Auditors visits are not limited to these three areas.

The purpose of the audit is twofold: to assure the quality system has been maintained and continues to function effectively, and to check corrective action taken on non-compliance notes since the last audit.

One non-compliance note was issued in July 1993 at the Omaha Works dealing with the use of uncontrolled reference documents (extracts from existing procedures but without control nor approval as a stand-alone document).■

AT&T Omaha Works announces immediate need for 50 additional employees; says number could increase to 200 by year's end

AT&T's Omaha Works has announced it would be hiring as many as 200 additional employees by year end as a result of growing demand around the world for copper apparatus and electronic wire and cable products manufactured at the facility.

AT&T Network Cable Systems, the unit of AT&T that operates the plant, said it had an immediate need for 50 additional employees and that as many as 200 employees could be needed within the next nine months.

"We had great success in the marketplace in 1993, and saw our international sales more than double," said **Jim Andry**, Manufacturing Operations Director at the Omaha Works. "We expect our sales to continue to grow, and are delighted that we're in a position to have that growth benefit not just AT&T and our people, but the City of Omaha as well."

Andry pointed out that current AT&T employees in other parts of the business would be eligible to apply for positions in the plant. But openings not taken by AT&T employees will be filled through the Nebraska Job Service, he said.

"Obviously, whether we ultimately need all 200 people we envision will depend on our ability to continue to successfully grow our sales around the world," said Andry. "But the opportunities look good and we're optimistic that the products and systems we produce will continue to be valued by our customers."

The Omaha Works currently employs 2800 people.■

Reel hooks go easy on the back (cont'd. from pg. 1)

She decided what she really needed was a modified version of a hay hook—one that was shorter, and had a hook designed to grab reel flanges, yet not so big that it would damage the twisted pairs on the reel.

The next thing was to turn the idea into a reality. Evie asked **Ron Siwa** of plant trades to make two custom rods, each complete with a small grooved hook on one end and a handle on the other.

On one end of the metal rod is a 4" handle. On the other end is the 1.5" grooved hook that fits into one of 12 holes on the edge of the flanges—holes that are used to tie off twisted-pair ends.

"It's a real back saver," says Evie. "You hook the reel and pull it toward you. The reel just rolls your way to the front of the rack. The hook gives you total control."

Other people on Evie's department say they have difficulty moving reels also. When other people saw Evie moving reels so easily with the hooks, they got themselves a set and started using them, too.

The hooks have become so popular that IBU 256 Manager **Bill Meyers** and Product Engineer **Cliff Richardson** ordered 24 additional hooks that are now stocked in the tool crib. If you're interested in trying them in your area, contact **Bill Brink** in the tool crib.

The hooks may also be useful in the stand area where wire is routinely loaded onto jack stackers.

"Once you get the hang of it with two hooks, you can do it with one," says Evelyn. "A lot of the people in this area use it and think it works great. And they're not even short!" ■

If you have any doubt, stop and fix!

HAVE YOU SEEN THAT NEW 1061 COMING DOWN THE AISLE?

In order to meet customer request, EW&C has started to manufacture a product that's entirely new—1061-025CSL—our first 25-pair 1061 voice/data transmission cable. Until now, we've offered 1061 in 4-pair only. You'll recognize the new cable by its reference number: 163 wire.

This new cable could bring Omaha lots of new business. This product also looks like it could be a good money maker for EW&C, but only if everyone does their job exactly right.

Why? Several reasons:

■ The cable involves lots of labor and machine time because of 25 pairs that must go through tight-twist, which takes twice as long as the long twist ■ The cable requires more raw material input, so the cost of the materials is high ■ The cable must go through many operations: CO insulate, CO and plenum twist, horizontal twist, strand, premise jacketing, testing, cool room and large cable rewind (lots of processes, lots of time) ■ The product must be manufactured

Innovations in ergonomic design often come from production associates who want to make work life easier for themselves and others.

"Tool design is an important part of making the workplace fit the worker rather than having the worker adjust to the workplace," says **Paul Pickrel**, ergonomic consultant at the Omaha Works.

"Evie's hook lets her get the job done faster with less effort and a smaller chance of injury," according to Paul. "That's the essence of good design. Evie saw the need and did something about it." ■

Coming this week...

**EW&C scrap
reduction...**

**Win
Win
Win**

Look for details this week in your area.

correctly from beginning to end. We can't test the product for crosstalk until after all the processes are completed. If the cable doesn't pass the test for crosstalk, we have to scrap all that time, labor and material because the product can't be repaired. That's why it's important to stop and fix if you have any questions about the quality during your part in the manufacturing process. ■

Crosstalk

by Linda
Enterline

I MISS THE OLYMPICS, HOW 'BOUT YOU? Despite the media hype surrounding those two U.S. figure skaters (do you think we'll *ever* forget their names?), I developed the habit of tuning in each evening to the day's feature luge event. Did you see **Charles Kuralt's** feature on Norwegian fish hooks? A classic...**SO HERE'S OUR POST-OLYMPICS AT&T TRIVIA QUESTION.** Why did CBS use AT&T phones in Lillhammer? (Read on for the answer to the burning question)...**SPEAKING OF OLYMPIC GOLD,** AT&T has snagged gold medal speed skater **Dan Jansen** (and possibly wife **Robin**), who'll be in ads leading up to the 1996 Summer Games in Atlanta. AT&T has made a \$40 million commitment to provide telecomm. services before and during the 1996 Summer Olympic Games in Atlanta. PLM's **Randy Baker** has taken a two year assignment with a special AT&T group assigned to make it all happen. (Good luck, Randy. Now, about those tickets to the javelin toss...)...**YOU CAN SAY THAT AGAIN.** "Luck is when preparation meets opportunity." —Anonymous...**YOU OUGHTA BE IN PICTURES.** A video crew dispatched by NCS President **Jack Bucter's** PR group shot videotape in the plant recently for an all-employee videotape on quality efforts (the drive is on-going and we're committed!) in the three NCS plants. The crew taped an AQT meeting with AQT #16, plenum twist and mini-strand, including **Betsy Church, Jerry Keller, Mike Casper, Greg Cleve, John Lassek, and Dean Timmerman.** The producer did individual interviews with AQT#16's Greg and John, as well as **Terry Kottwitz,** quality engineer; **Vicki Fitzgerald,** Reelex/Rewind; **Ron Schmidt,** DIW Jacketing; and **John ("T") Cockrell,** Insulate. The footage is now being combined with that shot at the Atlanta and Phoenix Works. No word yet on when the tape will be available and how much of the footage shot in Omaha will be included...**STAR OR MERIT. WHICH WILL IT BE?** OSHA auditors gave a big O.K. to Omaha's VPP efforts. We're accepted into the program, but won't know for a while with what status: star or merit. Few companies earn star (top) status the first time out. We'll keep you posted...**WELCOME TO OMAHA**—Co-op student **Nathan Glass,** junior at Iowa State, majoring in mechanical engineering. The Omaha native will be working on scrap minimization in EW&C under the direction of **Rhett Zeplin,** engineering manager, to identify the highest scrap areas in jacketing. After jacketing, he'll work his way through the other processes. Nathan will be working in EW&C before returning to school this fall...**WE WENT GANG BUSTERS IN '93, BUT WE HAVE GOOD NEWS AND BAD NEWS.** First, the good news: Omaha had some tremendous volume levels in January—the highest on record. February was a good month for Omaha, too, with volume 10 percent higher than we expected, says Copper and Wire President **John Heindel.** Now for the bad news. Unfortunately, we've dug ourselves a hole in terms of EVA and MOI so far this year. Our EVA was 100 percent off plan in January, due primarily to our MOI shortfall. A challenge is ahead, everyone...**PASSING THE TORCH?** The singer in AT&T's TrueVoice TV ad is **Lissy Newman,** daughter of actor **Paul Newman.** **Tom Selleck's** AT&T contract for voice work has been dropped in favor of ad voice-overs by **Jason Culp,** son of actor **Robert Culp...****AT&T HAS WON A HUGE DIGITAL CELLULAR CONTRACT IN THE CORNHUSKER STATE** by signing a \$12 million (in the first year) contract with Lincoln Telecommunications Co. to bring digital cellular telephone service to customers in the Omaha area, the first time such a service is available in Nebraska. The service will be available in the second quarter of 1994...**NCS HAS A NEW JOINT VENTURE IN VENEZUELA** with the recent formation of an alliance with ELECON, Venezuela's largest producer of telecomm. and power cables to supply copper cable to CANTV, the nation's telecomm. provider, and other private networks. This is AT&T's first manufacturing activity in Venezuela. The Phoenix Works will be providing startup assistance on PICC cable products...**NOW FOR THE ANSWER YOU'VE ALL BEEN WAITING FOR.** Why is it CBS used AT&T phones at outdoor locations in Lillhammer rather than Norwegian ones? Answer: because "the AT&T phones like to cold better than the Norwegian ones." We already knew that. (I am not making this up, to quote columnist **Dave Barry**). Always remember: customers have a choice. I am outta here! ■



Sort and Save



EW&C
At a Glance
April 6, 1994

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

Separating tinned/untinned wire yields big recycling \$ for EW&C

Starting in April, EW&C's recycling routine will change slightly to include the sorting of tinned from untinned wire. This additional but important step doesn't affect the 53 scrap classes used in the cable shop.

For example, production associates in the insulate area will continue to sort the area's scrap into 15 scrap classes. They'll go one step further by placing a red sticker on the scrap tickets of reels containing plated (tinned) scrap wire. A green ticket will be put on the scrap ticket of reels containing untinned wire.

Other areas of the shop will be sorting tinned and untinned wire scrap—tinned into a huge scrap tub marked in silver lettering to correspond with the silver color of the tinning. Untinned copper scrap will be placed into a tub marked with copper-color lettering, corresponding to the shiny copper color of untinned wire.

It's important that production associates correctly identify scrap as tinned or untinned so the scrap trucker and people working in the mass scrapper and granulator areas won't have trouble keeping the two separated.

It's not hard to tell the tinned from the untinned wire. You can see the difference. The tinned wire is bright silver. The untinned wire is shiny copper-colored.

(Continued on page 2)

Sort and Save: The Crossword Puzzle.

**Win one of 24
\$50 gift certificates
from Omaha Steaks
International to be
awarded during
the coming weeks.
Look inside
for details!**

(Continued from page 1)

This one-step sort process can mean major additional scrap recovery dollars in 1994. If we keep our scrap sorted properly, we could earn an additional nickel per pound on as much as two million pounds of our scrap.



High purity makes our scrap worth money to the business

Our scrap is the cleanest available anywhere in the U.S. today, so we can command top-dollar on the scrap market.

Why is our scrap so clean?

Because our manufacturing

process doesn't involve chemicals, contaminants, icky-pick, or anything else that makes it difficult or expensive to clean up the scrap for recycling. Our copper and plastic remains relatively pure throughout the process.

The tinning process does introduce an element of contamination, but tinning is important to assure the quality of connections made with our wire. We put a tin coating on about forty percent of the copper wire we manufacture. The tinning process makes the copper wire more effective in creating strong, longer-lasting solderless wire wrap connections.

This final sorting of premium copper wire is designed to do one thing—to keep the pure copper (which can be refined and sold as #1 Bright copper grade) from the tinned wire (which is sold as #2). These international copper terms are new to the Omaha Works. We're used to a set of terms developed at the former Western Electric and used internally only.

EW&C Engineer **Arnie Kelson** is coordinating this recycling effort.

VINYL.
IT'S RECYCLABLE

Our scrap is another company's raw material

It takes a little more effort to do this final sort; but, as you can see, it's time and effort well-spent. We want to recover all we can from our scrap. In fact, our recoveries on #1 Bright copper can bring us an additional nickel per pound on the two million pounds we'll probably be selling in 1994.

As we step up our recycling efforts, it's important to change our attitudes about what's good and what's bad. Our scrap isn't waste anymore. It's more than plastic and copper we don't want anymore. It's not bad product that has to be sent to the landfill. It's raw material other manufacturers are willing to pay top dollar for if it meets their purity standards.

100% of fluff and scrap copper is now recycled

In 1994, EW&C expects to granulate and recycle eight million pounds of copper and three million pounds of fluff (granulated plastic).

With this recycling program, we don't have the \$400,000 annual expense of transporting and disposing of plastics in a landfill. We're going easy on the environment, too. It's a good idea all the way around.

The Chop Shop

The Omaha Works is unique in this sense: we're the only AT&T manufacturing location with granulator facilities. The granulator separates the plastic from the copper, and then chops and bags the two by-products for shipment to our scrap buyer, Philip Environmental of Canada, with facilities located 30 miles southwest of Toronto. The recyclables are used to manufacture sound-absorbent door panels and firewalls for cars.

Think clean, clean

Purity is always a concern in all recycling efforts. The purity of our copper recyclables must be over 99 percent to qualify as #1 Bright. There is little room for error.

Purity is also important at the granulator. Copper-clad steel wire, trash, and oily rags clog up the equipment and contaminate the scrap. A loose bolt can do tremendous damage to the chopper blades.

A disciplined and conscientious approach to sorting will prevent problems like these.



We don't ever *make* money on scrap,
but we can reduce our scrap expenses
by increasing our recovery dollars

The Commercial Metal Services group at the Omaha Works coordinates the purchase of copper rod and the resale of copper scrap products for the EW&C SBU.

The group's coach, **Herb Rhodes**, was looking for a way to recover more value from our copper scrap. Herb and **Tom Vierk**, also of the Metals group, figured the SBUs at the Omaha Works should join forces and do some of their own marketing of scrap material.

That's what we did. The Commercial Metal Services group negotiated with one preferred partner, Philip Environmental.

These terms do two things for us:

- assure us that **all** of our plastic recyclables are purchased by a reliable buyer on a consistent basis. This is important because the market demand for fluff isn't nearly as high as that of copper, so fewer manufacturers are interested in buying it, and
- In return for accepting 100 percent of our plastic fluff (which isn't nearly as easy to sell as copper), we have agreed to sell Philip Environment at least 75 percent of our copper scrap. By upgrading our copper to #1 Bright, we have a better chance to increase its market value
- By not putting plastic in the landfill, AT&T has no corporate liability for damage to the environment from hazardous waste. Before we began selling our scrap for recycling, plastics comprised 50 percent of the material we sent to the landfill every year

SORT AND SAVE

What's in it for me?



- Because we'll no longer be shipping material to the landfill, you'll have the **satisfaction** of knowing you're **personally** doing your part to help the environment.
- **When our SBU is profitable, we're doing what we can to assure a future for this business.** The more money we recover on scrap, the better our financial results look; profits mean we can continue to make improvements in our facilities and processes to remain competitive globally.
- **It's easy and it gives us a BIG return.** Separating tinned from untinned wire adds one simple step to what we're already doing. We'd be crazy not to do it.
- **Getting in the "recycling frame of mind" can help all EW&C efforts, including our WIN/WIN/WIN campaign.** WIN/WIN/WIN's goal is to reduce scrap by \$2 million in 1994. That means reward money right back in the pockets of eligible production associates and support groups.

Look for these signs on recycling tubs:

Copper Insulated wire or cable only.

No tinned wire

No trash

No steel or aluminum

It's important that each person clearly identify the type of scrap. This saves time and trouble for the people down the line who have to truck and process the material. The objective is to identify scrap where it's generated. That's the easiest way to eliminate difficulties later.

Here are some of the changes we'll be making:

■ Scrap must be put in the proper scrap tub. The tub is identified by a large hang tag, one in silver printing for tinned wire and one in copper-color for untinned wire.

■ Reels of scrap wire and cable must be identified by the person who's determined the material is scrap, so the people at the mass scrapper don't have difficulty determining how to process the scrap. A fair amount of scrap is identified in the Reelex/Rewindable area, so team members in that area are urged to be particularly careful about this process.

■ The process varies by area, but a colored sticker (green for the untinned conductors and red for tinned) is to be placed on the scrap ticket. The red and green stickers will make identification of tinned and untinned scrap easy for the scrap trucker and the associates working in the granulator area

■ As we've done before, scrap tubs will be moved by scrap truckers to be moved to the granulator for processing.

How good are you at recycling word games? **Sort and Save: The Crossword Puzzle.** Give it a shot. You'll have fun figuring it out (guaranteed) and you could win \$50 for your efforts.

Page 6

What does **CLEAN** mean?

It's like Ivory soap—

99 and
44/
100%
pure!

Let's make sure our copper scrap is *always* clean enough to be #1 Bright

SAVE program a success. Each AQT will be working to make certain their team members know what needs to be done in each area.

EW&C At a Glance is a publication of the electronic wire and cable SBU at the Omaha Works. Editor: Linda Enterline, ext. 3714

Sort and Save

Visit the granulator and see for yourself

What does 50,000 pounds of scrap look like?

Before 1989, AT&T coordinated a corporate-wide recycling effort through its Nassau Metals Corp. facilities in Gaston, N.C. The Omaha Works was required to sell its scrap to this recycling facility. AT&T sold the operation in 1989 and returned to each business unit the responsibility for handling its own scrap. A transitional period started, in which the Omaha Works had a contract with Gaston Copper Recycling Corp (GCRC). GCRC had first rights to all of our copper scrap under the terms of the sale of the Nassau facility.

The contract with GCRC has now expired. That's why EW&C has the freedom to sell recyclable material to the highest bidder and to establish relationships with outside companies.

Separate, Bag and Ship

The Omaha Works operates an on-site granulator to process our scrap material. We're unique in that way; no other AT&T manufacturing location has its own recycling facility. Believe it or not, we're the envy of other AT&T manufacturing plants in that regard. Other plants must hire outside companies to process their scrap.

Because we own a granulator, the Omaha Works has total control over the reclamation of our copper and plastic recyclables. This is more important now than ever, as the increasing demand for scrap material raises its value.

A granulator is like a modern-day thrashing machine that takes the poly-coated wire, cable and

individual wires and runs everything through a chopping device which separates the plastic from the copper, chops the remains and bags it for shipment. It's an amazing operation. Retired engineer **John Dinovo** was instrumental in the design and installation of the Omaha facility.

What does 50,000 pounds of scrap look like?

If each of us had to personally haul around and dispose of the scrap we each created each day, you can bet none of us would get too far. EW&C generates a tremendous amount of scrap. In 1993, the total was over \$13 million.

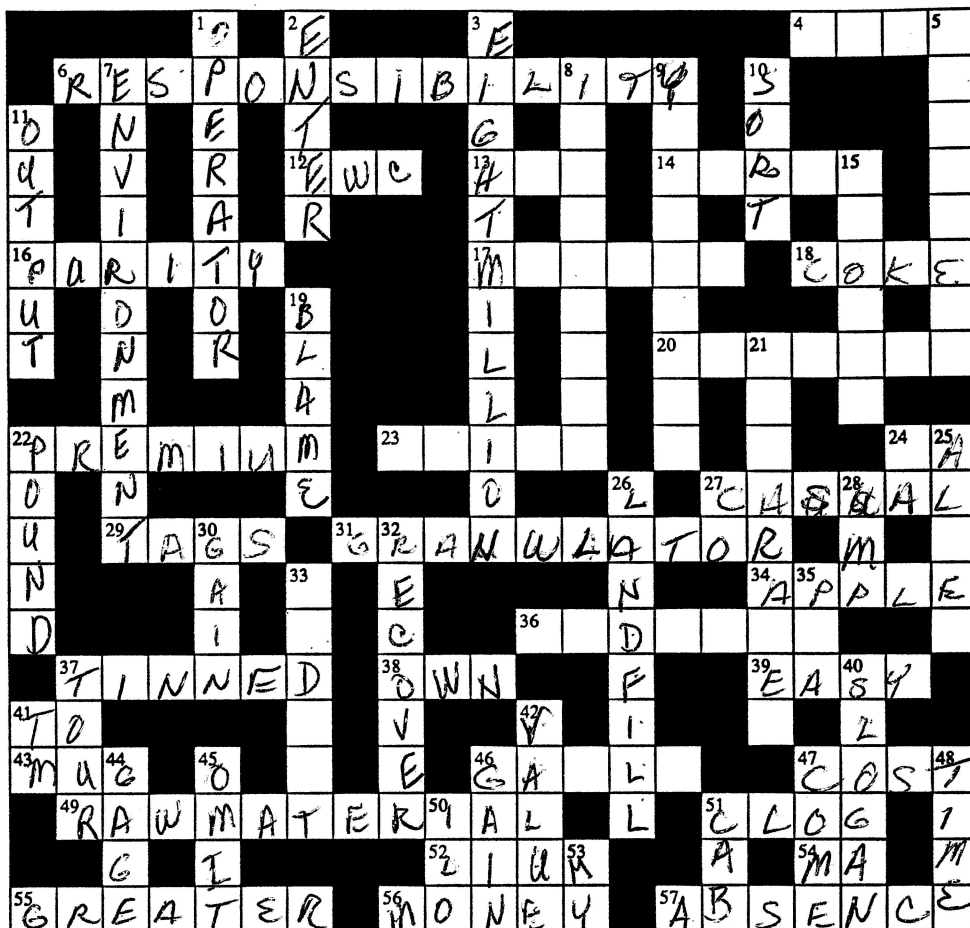
***How's this for a shock:
In one day, the people running the granulator process an average of 50,000 pounds of scrap material. THAT'S MORE THAN ONE TRACTOR-TRAILER LOAD EVERY WORK DAY!***

Can't picture it? The people who run the granulator would be more than happy to show you.

Bring along the members of your AQT and pay a visit to the granulator. You can see for yourself. Call **Gary O'Connor**, ext. 3835, to get the real picture on the effort and cost of handling our scrap. (Visits are by appointment, please, for groups of 15 people or less. Monday-Friday, 6 a.m.-2:30 p.m.).

Designed by Dan Moran, Coach, Plenum Insulate

5. Remember: The success of **SORT AND SAVE** depends on **Y-O-U!**



19 To find fault with,
to place gravity
21 What the gravity
separator of the
granulator does
22 Unit of scrap
24 See 24 across
25 Change
26 Scrap cemetery
27 Central Office
(abbr.)
28 Ref's cousin
30 Financial benefit
32 To get back a loss
33 To take away (a
quantity) from
another quantity
35 Pod vegetable
37 To travel abroad
40 Advertising phrase
such as "reach out
and touch someone"
41 AT&T brand
registration
42 Worth
44 What this puzzle is
45 To leave out
46 To make as income
or profit
47 To go forward, to
reach a conclusion
48 A measurable period
50 Wedding vow (2
words)
51 Taxi
53 Relating to me



EW&C At a Glance

April 22, 1994

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

AT&T plans Australia mfg. facility to support Asia Pacific SYSTIMAX™ sales

AT&T has announced plans to develop an advanced cable manufacturing facility in Australia to produce cabling products in support of its Structured Cabling System, SYSTIMAX™.

The new manufacturing facility will be a source of supply for this high demand cabling product within the Asia Pacific region.

The total direct investment will be in excess of \$20 million. AT&T plans to grow the operation significantly over the years in response to increasing market demand within the region. The exact location for the factory has not been finalized.

The investment is in line with the government's policy, which demands that foreign subsidiaries wanting to enter the Australian market make a commitment to local research and development and the export of product from their local operations.

The announcement demonstrates AT&T's

continuing investment in Australia. AT&T already has five businesses, a joint venture and staff numbers of over 1000.

"We are pleased to have chosen Australia for the location of our SYSTIMAX cable manufacturing facility in the region," said Chip Barton, managing director, AT&T Australia.

"Australia's large use of high-speed data networks, its sophisticated business infrastructures, the availability of good raw materials, coupled with its strong base of technology makes it a perfect match to our mission to delivery quality products."

AT&T's SYSTIMAX customers in the region include a number of large corporations such as Qantas and National Mutual.

In addition to supplying the Australian market, AT&T expects to export more than half of the cabling products manufactured at this new facility into the Asia Pacific region. Scheduled to begin operations during the first quarter of 1995,

the new factory will rely primarily on locally available raw materials for its production of Category 5 UTP cabling products.

Copper is the major raw material AT&T will buy for production. AT&T intends to source as much as possible within Australia. The SYSTIMAX Structured Cabling System is a high-speed cabling system for use in private networks to transport voice, data, image and sensor control signals within and between buildings.

Having a local manufacturing plant would mean AT&T would have the ability to fill orders faster.

Australia and New Zealand currently account for a large share of SYSTIMAX sales within the region, reflecting the sophisticated use and increased demand for this type of advanced building cabling solution. ■



Inside...

- Jim Himes named EW&C SBU Manager
- 50 shop jobs are filled by surplus AT&T employees from other locations
- The AT&T Foundation matches your donations to environmental groups

It's a fact of life in the spring in the Midlands.

The United States experiences more severe storms and flooding than any other country in the world. In a typical year, we can expect many staggering assaults from the elements: some 10,000 violent thunderstorms; 5000 floods; 1000 tornadoes and several hurricanes.

That's why forecast and early warning capabilities are critical in the effort to prevent injury and death caused by severe weather.

Says the National Weather Service:

■ Only two percent of all tornadoes cause serious damage


■ The peak tornado season in Nebraska is between May and July. Iowa's peak season is April through June

■ The average tornado moves from the southwest to the northeast at nearly 30 miles an hour

Always on the alert

When bad weather threatens, the people of the Omaha Works security organization monitor the media for bad weather warnings issued by the National Weather Service.

When a tornado warning is issued, the Omaha Works will



sound the plant warning device—three seconds on, three seconds off—for three minutes. At that time, ALL employees are to move to the designated shelter area.

After the danger has passed, the all-clear warning—a ten second continuous blast—will tell everyone it's safe to return to work areas. ■

Fifty AT&T employees accept transfers to the Omaha Works

Fifty shop positions at the Omaha Works have now been filled by AT&T employees working in surplus jobs in west Chicago and Shreveport.

The job openings were announced at the Omaha Works in early March. The new associates will begin work in early May.

The Omaha openings were first advertised on the ATS system, a company listing of available union-represented systemwide openings. The Works did not interview or hire new individuals because fifty AT&T employees elected to transfer to Omaha.

No further plans have been released concerning the hiring or transfer of additional employees, according to **Glenna Olتمان**, Supervisor, Labor Relations. ■

WIN WIN WIN

We're off to a good start—4.25 percent in March for \$800/person payout potential

EW&C's scrap reduction efforts are off to a great start, with scrap at 4.25 percent of our projected 1994 production. That means we start off with a potential payout of reward shares of \$800 per person—that is, if we can keep up the cum through Dec. 1. Look for WIN/WIN/WIN monthly totals at all EW&C time clocks.

Omaha Works earns VPP "Star" recommendation

The Region 7 office of the Occupational Safety and Health Administration (OSHA) has submitted a recommendation to its Washington, DC office suggesting the Omaha Works be granted Star status—its highest recommendation—in OSHA's Voluntary Protection Program (VPP).

A response by the Washington office on the Star status recommendation is expected in early May.

The OSHA auditor visited the Omaha Works Feb. 14-21 and was pleased with the health and safety efforts undertaken by the employees of the Omaha Works. ■

AT&T/Raychem joint venture to mfg. cable terminals for world mkts.

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WIN/WIN/WIN

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AT&T Foundation
to match
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environmental
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WIN/WIN/WIN and ***Sort and Save*** are two programs that show our commitment to: (1) cutting scrap, and (2) recovering as many dollars as we can from our recyclables. Cutting down on scrap makes everyone's jobs easier because we spend less time and effort processing and transporting the material to the granulator.

The two programs complement each other, so they're being conducted at the same time.

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Questions? Call **Merle Dinslage**, ext. 3301.

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IT WOULD HAVE BEEN
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A U.S. SAVINGS BOND!!!

Why force your family and friends to fib? Give them gifts they'll truly appreciate. Because U.S. Savings Bonds grow in value, they're gifts to be remembered for years to come.

Just visit your bank, and when you buy the Bond, ask for a U.S. Savings Bond gift certificate. And keep your family and friends honest.



EW&C At a Glance
April 22, 1994



EW&C At a Glance

April 22, 1994

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

AT&T plans Australia mfg. facility to support Asia Pacific SYSTIMAX™ sales

AT&T has announced plans to develop an advanced cable manufacturing facility in Australia to produce cabling products in support of its Structured Cabling System, SYSTIMAX™.

The new manufacturing facility will be a source of supply for this high demand cabling product within the Asia Pacific region.

The total direct investment will be in excess of \$20 million. AT&T plans to grow the operation significantly over the years in response to increasing market demand within the region. The exact location for the factory has not been finalized.

The investment is in line with the government's policy, which demands that foreign subsidiaries wanting to enter the Australian market make a commitment to local research and development and the export of product from their local operations.

The announcement demonstrates AT&T's

continuing investment in Australia. AT&T already has five businesses, a joint venture and staff numbers of over 1000.

"We are pleased to have chosen Australia for the location of our SYSTIMAX cable manufacturing facility in the region," said Chip Barton, managing director, AT&T Australia.

"Australia's large use of high-speed data networks, its sophisticated business infrastructures, the availability of good raw materials, coupled with its strong base of technology makes it a perfect match to our mission to delivery quality products."

AT&T's SYSTIMAX customers in the region include a number of large corporations such as Qantas and National Mutual.

In addition to supplying the Australian market, AT&T expects to export more than half of the cabling products manufactured at this new facility into the Asia Pacific region. Scheduled to begin operations during the first quarter of 1995,

the new factory will rely primarily on locally available raw materials for its production of Category 5 UTP cabling products.

Copper is the major raw material AT&T will buy for production. AT&T intends to source as much as possible within Australia. The SYSTIMAX Structured Cabling System is a high-speed cabling system for use in private networks to transport voice, data, image and sensor control signals within and between buildings.

Having a local manufacturing plant would mean AT&T would have the ability to fill orders faster.

Australia and New Zealand currently account for a large share of SYSTIMAX sales within the region, reflecting the sophisticated use and increased demand for this type of advanced building cabling solution. ■



Inside...

- Jim Himes named EW&C SBU Manager
- 50 shop jobs are filled by surplus AT&T employees from other locations
- The AT&T Foundation matches your donations to environmental groups

It's a fact of life in the spring in the Midlands.

The United States experiences more severe storms and flooding than any other country in the world. In a typical year, we can expect many staggering assaults from the elements: some 10,000 violent thunderstorms; 5000 floods; 1000 tornadoes and several hurricanes.

That's why forecast and early warning capabilities are critical in the effort to prevent injury and death caused by severe weather.

Says the National Weather Service:

■ Only two percent of all tornadoes cause serious damage

■ The peak tornado season in Nebraska is between May and July. Iowa's peak season is April through June

■ The average tornado moves from the southwest to the northeast at nearly 30 miles an hour

Always on the alert

When bad weather threatens, the people of the Omaha Works security organization monitor the media for bad weather warnings issued by the National Weather Service.

When a tornado warning is issued, the Omaha Works will

sound the plant warning device—three seconds on, three seconds off—for three minutes. At that time, ALL employees are to move to the designated shelter area.

After the danger has passed, the all-clear warning—a ten second continuous blast—will tell everyone it's safe to return to work areas. ■

Fifty AT&T employees accept transfers to the Omaha Works

Fifty shop positions at the Omaha Works have now been filled by AT&T employees working in surplus jobs in west Chicago and Shreveport.

The job openings were announced at the Omaha Works in early March. The new associates will begin work in early May.

The Omaha openings were first advertised on the ATS system, a company listing of available union-represented systemwide openings. The Works did not interview or hire new individuals because fifty AT&T employees elected to transfer to Omaha.

No further plans have been released concerning the hiring or transfer of additional employees, according to **Glenna Oltman**, Supervisor, Labor Relations. ■

WIN WIN WIN

We're off to a good start—4.25 percent in March for \$800/person payout potential

EW&C's scrap reduction efforts are off to a great start, with scrap at 4.25 percent of our projected 1994 production. That means we start off with a potential payout of reward shares of \$800 per person—that is, if we can keep up the cum through Dec. 1. Look for WIN/WIN/WIN monthly totals at all EW&C time clocks.

Omaha Works earns VPP "Star" recommendation

The Region 7 office of the Occupational Safety and Health Administration (OSHA) has submitted a recommendation to its Washington, DC office suggesting the Omaha Works be granted Star status—its highest recommendation—in OSHA's Voluntary Protection Program (VPP).

A response by the Washington office on the Star status recommendation is expected in early May.

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Why force your family and friends to fib? Give them gifts they'll truly appreciate. Because U.S. Savings Bonds grow in value, they're gifts to be remembered for years to come.

Just visit your bank, and when you buy the Bond, ask for a U.S. Savings Bond gift certificate. And keep your family and friends honest.



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April 22, 1994



EW&C
At a Glance
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 A publication of the
 electronic wire and
 cable SBU at the
 Omaha Works

TAKE STOCK IN AMERICA

BUY BONDS!



Four of the last 5 years, AT&T has won the Golden Eagle Award for an over 50 percent employee participation level.

AT&T is working to earn back that designation in 1994 to indicate our support of this valuable government program. It's important to AT&T's national and international image and to the success of legislation favorable to the telecommunications industry now being considered in Congress.

Around 38 percent of the people in EW&C buy Bonds through payroll deduction. Following are employee participation percentages by IBU: IBU 252—36 percent; IBU 254—38 percent; IBU 256—37 percent

Each individual is being asked to consider what she/he can do to help the people of the Omaha Works exceed the 50 percent participation goal.

A videotape highlighting interest rate comparisons is available by calling Linda Young, ext. 3152.

Question: What's easy to buy, gets better with age and is always there when you need it?

Answer: It's a U.S. Savings Bond, and EW&C employees are being asked to reassess their financial strategies to include this safe, easy investment option.

The 1994 Bond Drive begins Mon., May 9 and continues through Fri., May 27. Campaign chairman is Omaha's Chief Financial Officer **Kevin McCarthy**.

Nine trained volunteers (one per shift from each of the three IBUs) will make personal contact with fellow employees, providing information about the value of U.S. Savings Bonds in meeting financial needs in the future. Canvassers on third shift include **Patty Wallinger** (252), **Cheryl Todd** (254) and **Madonna Koch** (256). Second shift canvassers are **Rita Casey** (252), **Cindy Kelly** (254) and **Betty White** (256). Canvassers on first shift are **Sherry Ridley** (252/251), **Sharon Swingholm** (254/253) and **Della Tyler** (256/255). First shift canvassers will be contacting engineering personnel associated with their respective IBUs.

In an effort to step up Bond purchasing participation, EW&C is returning to one-on-one canvasser contact at production associates' work location. Canvassers will be spending a few minutes with each employee, to assist with questions and to help complete the Bond signup forms. By contacting associates in their respective work areas, canvassers will be able to make effective use of the limited time available with each employee.

U.S. Savings Bonds can be a valuable part of your financial planning for the future. It's as easy as it can be, with your payroll deduction each month.

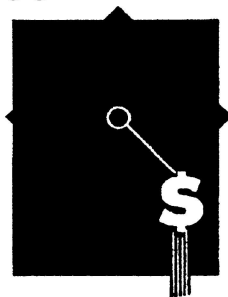
(Continued)



U.S. Savings Bonds

**If it's special,
 it deserves a
 U.S. Savings Bond...
 Why just give a present when you
 can give a piece of the future?**

Help the graduates
in your life begin
their careers
debt-free



For many Americans, graduating from college is a matter of good news and bad news.

The good news is that years of hitting the books and cramming for exams is over.

The bad news is facing years of paying off student loans.

For parents hoping to see their youngsters enjoy the benefits of a college or university education, U.S. Savings Bonds offer an excellent way to save:

- Payroll deduction means the money's been saved before you even know it's gone
- For many Americans, Bonds can offer tax advantages.
- You're building a nest egg for your very own leaders of tomorrow
- You're earning interest rather than paying it later on a student loan
- And, best of all, your future graduate will be able to face the world free to concentrate on her or his future, and to spend those first paychecks to build a new life, not repay college debt. ■

How are interest rates figured on Savings Bonds?

U.S. Savings Bonds are held by more people than any other security in the world. Yet many folks have problems understanding how Savings Bonds earn interest.

No wonder. Series EE Bonds earn interest in different ways, depending on when they were issued and how long they were held.

Guaranteed minimum rate

The guaranteed minimum rate is established at the time the Bond is issued, and for Bonds issued on or after March 1, 1993, applies regardless of how long the Bond is held, up to original maturity.

When a Bond enters an extension period, it will earn the guaranteed minimum rate in effect at the beginning of the extension period. ***All Series EE Bonds purchased on or after March 1, 1993, have a guaranteed minimum rate of four percent, compounded semiannually.***

Bonds issued before March 1, 1993, earn at a minimum, the guaranteed rate in effect at the time the bond was issued, if they are held for at least five years.

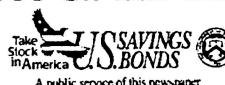
Bonds issued before March 1, 1993, and held less than five years earn interest on a fixed graduated scale. Interest accrues monthly for the first 30 months and semiannually thereafter.

The market-based average rate

All bonds held five years or longer earn market-based rates, if higher than the guaranteed minimum rate. The market-based rate is set each May 1 and November 1, reflecting the rates during the preceding six month period on Treasury marketable securities.



Why just give a present,
when you can give
a piece of the future.



with five years remaining to maturity.

When a Bond has been held five years or longer, the semi-annual market-based rates in effect since the Bond was issued are averaged, and that average is compared to the Bonds' guaranteed rate. If the market-based average is higher, that's what the Bond receives, retroactive to the date of purchase and compounded semiannually.

Sound complicated? Perhaps. But one thing is clear—regardless of the interest rate, U.S. Savings Bonds are one of the safest investments around. And millions of Americans have used them for more than half a century to help pay for their kids' education for retirement, down payments on homes, unexpected financial needs, and making their dreams come true. ■

Information on Savings Bonds for education is available from your EW&C canvasser, your local Savings Bonds Office or from the Office of Public Affairs, U.S. Savings Bonds Division, Dept. of the Treasury, Washington, DC 20226.



College education costs in the early 2000's predicted to be staggering

Consider this: the cost of a college education by 2008 is estimated to range from \$17,000 to \$37,000 per year. It's clear. The time to start saving is now.

Starting at baby's birth, regular monthly savings of just \$100—could amount to almost \$30,000 when your child is 18. And, thanks to a recent law, interest earned on Savings Bonds purchased after 1989 may be completely exempt from taxation when the proceeds of the Bonds are used to pay tuition and fees at eligible institutions of higher learning.

Parents must meet income requirements

In order to be eligible for the tax exclusion, Bonds should be registered in the parents' name, not the child's, and at least one of the parents registered on the Bond must be 24 years of age by the first day of the month in which the Bond is issued.

The Bonds also have to be redeemed in the same calendar year that tuition and fees are paid and you must meet certain income requirements during that year. For 1993, the income limitation for a full exclusion is a modified adjusted gross income of \$68,250 or less for joint filers and \$45,500 for single filers, with a benefit phase-out for joint filers when incomes between \$68,250 and \$98,250 (\$45,500 and \$60,500 for single filers). Married couples must file jointly. This benefit applies not only to your child's secondary education, but your own higher education as well.

If your projected income is too high to qualify
(Continued)

How dollars for Education can grow in U.S. Savings Bonds...at 4 percent guaranteed minimum

Child's age now	*Bond value at age 18 with monthly savings of:	
	\$50	\$100
1	\$14,579.32	\$29,158.64
6	9,233.20	18,466.40
10	5,656.16	11,312.32
12	4,069.28	8,138.56

*The values in this table are based on the guaranteed minimum rate of 4 percent per annum, compounded semiannually.

for this tax exclusion, you can still benefit by buying Bonds for your children's education. Bonds purchased in a child's name with a parent registered as beneficiary (no co-owner) will also yield tax advantages. You may choose between annual and deferred reporting, depending on your child's age and expected future income. In 1993, for a child under 14, the interest and dividend income in excess of \$1,200 is taxed at the parent's rate. If the child is 14 or older, all income is taxed at the child's rate. ■



It's never too early to plan retirement finances

When you're 22, just out of school and starting a new job, retirement planning is the last thing on your mind. Believe it or not, retirement is exactly what you should be thinking about because you are young and have the maximum number of years to reach your goals. The regular

purchase of U.S. Savings Bonds through your employer's payroll Savings plan is a great way to start.

Bonds can be purchased through Payroll Savings in denominations of \$100, \$200, \$500 and \$1000, each costing one-half their face value.

Savings Bonds are backed by the full faith and credit of the United States. They may be replaced if lost, stolen or destroyed.

As they near retirement, some individuals choose to exchange some or all of the Series EE Bonds for Series HH Bonds. Series EE Bonds are eligible for exchange six months from the date of issuance until one year after final maturity. Series HH allow you to continue to defer paying Federal income tax on your EE Bond interest throughout their lifetime of 20 years.

Series HH Bonds also provide access to extra income because they pay interest semi-annually, subject to annual Federal income tax. HH Bonds issued on or after March 1, 1993, earn interest at a current four percent annual rate.

Start regular Savings Bonds purchases now, and when you reach retirement, you'll find you have a substantial nest egg ready to work for you. ■

Every time you buy a U.S. Savings Bond, you help reduce the deficit. That's because each U.S. Savings Bond sold helps lower the cost of financing the national debt, which is a big part of the federal deficit.

How to help reduce **THE DEFICIT** and increase your **SAVINGS**

There's another reason for buying U.S. Savings Bonds. And that's the money you earn. U.S. Savings Bonds earn a guaranteed minimum rate, and Bonds held five years or more earn a market-based rate, if it's higher than the guaranteed minimum rate.

So do yourself — and your country — a favor. Buy U.S. Savings Bonds at your bank or through the Payroll Savings Plan where you work. You'll help your country — and your savings.

For a recording of current rate information,
call 1-800-4US BOND



EW&C At a Glance

June 9, 1994

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electronic wire and
cable SBU at the
Omaha Works

New facility in the cable mezzanine

Intensive classroom/on floor training to begin for new EW&C jacketing line operators

Training is an investment in the future—one that EW&C is committed to making with the opening of a new Jacketing Training Room in the Bldg. 50 mezzanine.

The intensive training program will serve jacketing operators from all EW&C product areas—Plenum, DIW, Central Office and 700-series jacketing. The intent, says **Mack Curbeam**, Central Office IBU manager, "is to supplement training on the floor with intensive classroom work." Plans are to provide training for new operators and also for those who've recently started to operate jacketing lines throughout the SBU.

Plans haven't been finalized concerning the duration of the training, who'll be doing the training, and when the training will begin.

A variety of AQT members are already at work gathering training material and developing training

aides. These people include **Ron Schmidt, Rich Miller, Kenny Drake, Denny Swartz, and Jerry Moore.**

A variety of equipment will be available for use in the classroom: cores, die tubes, heads, and an inkjet printer.

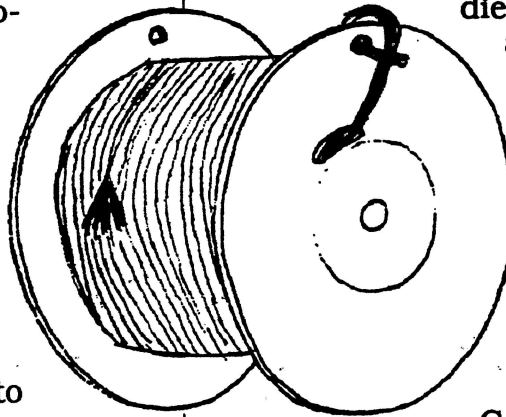
Plans are to also shoot videotapes of operations for use during the training, and photographs will also be used to illustrate machine operations.

Production

Control's **Judy Cook**

will be providing assistance on MFCS and **John Lovely** and **Bob Gaddie** will be discussing PMMMS.

The new facility, which is being rennovated now, is located in the northeast corner of the Bldg. 50 mezzanine, directly to the west of the cable cafeteria. ■



Omaha Works to add 150 production associate jobs

Nearly 150 production associate positions to be added at the Omaha Works have been advertised on AT&T's ATS system, an electronic job posting service for AT&T represented employees. ATS includes listings of available jobs within the company.

The Omaha Works is adding to its current work force of nearly 2850 in order to meet anticipated customer orders. ■

The EW&C SBU is in the process of posting and filling a number of jobs. Plans are to post job requisitions for a total of 99 Level II positions to accommodate increased customer orders. **Mack Curbeam**, Central Office IBU Manager, said "we're trying to cut some of the midweek overtime. We're also underpopulated overall in the cable shop and we really need to add more people because we have more business." ■

The following 140 individuals are winners in Omaha's VPP Celebration. Each will receive one of 140 prizes, valued up to \$150 each. These names were selected in a plantwide random drawing which ended Friday, June 3.

Milo Borden	Brad Marshall
Silvan Frank	Barbara
Mark Zich	Fryzzell
Daniel	Joseph
Grimshaw	Opryszko
Terry Kamino	Cory Aesoph
Steven Fennel	Mangiaruca
Kenneth Griego	Terry L. Moore
Jeanette Harris	Enrique L.
Gerald Boyer	Rodriguez
Mark J. White	Mary G. Perez
Larry Strazdas	Richard L.
George	Scott
Wischmann	Mondo
Everett Peterson	Marcuzzo
Carl Wright	Suzanne
Michael Boruff	Roehr
Isabel Mikesh	Deanna
Martha	Traugh
Grzebielski	Darrell Lieber
Kathy West	Dorothy
Ruth Nolan	Armendariz
Paula Kight	Gordon
Sid Hill	Neubauer
Thelma Cronin	Terry Pinneke
Alberta Seals	Marilyn
Clarence Gilson	Bonaluto
Alice Gilbert	James
Barb Golda	Goodhard
John Tompkins	Judith Coop
Penny	Lester Rue
Gustafson	Robert Delgado
Marie Pope	Donna Nielsen
Frank	John Wajda
Possinger	Evelyn Winters
Tom Gurney	Mary Ann
Kari Oehme	Pilus
Nichelle Welch	Richard Cowger
Elden Nihsen	Leonard Harder
Ron Beckman	Anniece Farrell
Shirley	Diane Bonacci
Paulison	Dale Plambeck
Nancy Pegg	Chuck
Charles Taylor	Leyendecker
Helen Solomon	Shirley Tate
Pam Raabe	Thomas
Harold Clanton	Riester
Tom Cerny	Mary Anderson
MariAlyce	John Ahlbors
Wagner	Sharon Brown
Oliver Whitaker	Joan Jacobsen
Charlotte	John Limpp
Wiebelhaus	Elberta Tipler

Omaha becomes OSHA Star

The U.S. Department of Labor's Occupational Safety and Health Administration (OSHA) has officially recognized AT&T's Omaha Works as one of the safest factories in its industry.

Joseph A. Dear, Assistant Secretary of Labor for OSHA, presented his agency's top honor for safety in the workplace—the OSHA "Star" status flag—to **Frank Possinger** and **Donna Schwenck**, presidents of International Brotherhood of Electrical Workers (IBEW) Locals 1974 and 1614, respectively, and **John Heindel**, copper apparatus and wire vice president.

Star status is achieved when a workplace can verify that its lost workday cases and total cases are below its industry's average for three years.

The Omaha Works' 1991-93 Total Incidence Rate is 14 percent below the national average, and its Lost Workday Injury Rate is 42 percent below the national average.

The Omaha Works is the second AT&T facility to achieve Star status, and joins AT&T's Oklahoma City Works as one of only 131 factories nationwide to receive this prestigious award.

AT&T's goal is to have all its eligible factories gain acceptance into the OSHA program or an equivalent AT&T program by the end of 1995.

Union, company and government officials, managers and production associates took part in a VPP Celebration and awards ceremony at the plant on Monday, May 16. A remote camera broadcast to celebration participants in the auditorium the raising of the VPP flag in front of the plant.



Merlena Hartmann
Mary Vondra
Dean Timmerman
Kenneth Olson
Michael Ellsworth
Shervin Shamloo
Teresa Sellin
Gregory Bubbett
Edward Dellinger
Richard Geise
Robert Rush
Sharon Christiansen
Linda Sievers
James Black
Frank Markesi
Geraldine Rewolinski
Ronald Moberg
George Gage
Shirley Doffin
Charles Pridgeon
Michael Lewis
Barbara Krzemien
Yolanda Higgins

James Karros
Victoriano Palma
Marie Hunter
James Rhode
Joyce Alexander
Roger Plummer
Nicholas Johnson
Barbara Bagley
John Kmiecik
Richard McGaughey
Michael Huerta
Beverly Schuerman
Shirley Barnes
James Groyjohn
Lanette Moore
Daniel Kinsella
Bobby Scott
Betty Orley
Wesley Kelsey
Carla McKnight
Pauline Ronan
Sherry Stout
Gerald Pote

Jim Krutin
Marilyn Tunstall
Betty Clanton
Edith Woodruff
Carol Agee
Catherine
Hatfield
Stephen Merrill
Linda Giebler
Max E. Davis
Peter Josoff ■

**Sort and Save contest
names 24 winners in
crossword contest**

Congrats to these
Sort and Save \$50 steak
certificate winners:

Larry Schlautman
Inga Daniels
Linda Sellin
Joe Ksiazek
Connie Rue
Carla Dixon
Frank Bogatz
Roland Seaman
Tom Pallas
Gerald Scharton
Ron Black
Joe Eisenhauer
Joyce Cate
Clara Moody
Bill Brink
Oliver Whitaker
Dennis Keller
Ken Kline
Linda Lloyd
Ron Blockman
Jim Edmonson
Ruth Nolan
Ron Ashbrook
Don Werth
Pat Hartung
Lona Baxter ■

**How much tin does it
take to contaminate 50
pounds of copper?**

Not much, as you'll
see in coming weeks.
Four displays will be
set up in the shop
showing how little tin it
takes to mess up 50
pounds of pure, shiny
copper. Sort and Save
Engineer **Arnie Kelson**
is spearheading the
project. ■

1994 goal is 4.3

EW&C's May GPA is 4.0

EW&C's grade point for May remained at 4.0, the same as April's final. The only changes: Station wire dropped from a B to a C, and DFW, cross and hookup wire improved from a C to a B rating. Following are the final grades for all EW&C categories in May:

	April	May
Station wire	B	C
DFW, cross, hookup wire	C	B
Inside wire cable	A	A
Plenum/LAN cable	A	A
Terminating cable	C	C
Switchboard/Spec cable	B	B
Coax cable	B	B
Final GPA	4.0	4.0

Goal for 1994	4.3
Gap	0.3

Why is the GPA important?

AT&T's competitive leverage in the marketplace is based on our customers' perceptions of the quality of our products, says **Nate Shaw**, Quality Assurance (QA) manager. This leverage gives us a competitive advantage over other telecommunications manufacturers.

The GPA is figured just like a high school grade point average. Letter grades for quality in various product categories are given by our customers. Each letter grade is assigned a numeric value which is used in figuring the GPA.

PacTel, one of our RBOC customers, was instrumental in developing this rating system, which is also recognized by Bellcore, the quality group representing all RBOCs. Ameritech has also switched to a letter grade/GPA quality measurement; however, their scale is somewhat different than the one used at the Omaha Works. ■

**WHEN IT COMES
TO SAFETY,
NOBODY'S EXEMPT**

QUESTION:

What do I do when I see employees of independent contractors violating our eyeglass safety rules by walking through work areas without proper safety glasses and side shields?

ANSWER:

Every team member has the responsibility to set 'em straight! No one around here is special when it comes to safety. What's good for General Bull Moose is Good for the USA! (Source: the musical *Lil' Abner*)■

**SUMMER
SAFETY REMINDERS**

GAS GRILLS...make sure the connection to the new bottle is straight and tight. Check the bottle for leaks before you light the grill. Open the grill lid when you're lighting. Use in a properly ventilated area.

LYME DISEASE...cover up when you're in the woods and check yourself for ticks. This could be a bad year for ticks.

SWIMMING SAFETY...never swim alone, don't drink and swim, never take your eyes off the kiddies, no diving off the side of the pool. Know the deep end from the shallow, and always wear sun screen. Reapply according to the manufacturer's instructions.■

Congratulations, Omaha, on being named by OSHA to its list of 131 of the nation's safest work environments in the nation.

**WHAT DOES
3 + 2 + 2 + 2
EQUAL?**

**YOU COULD SAY
9.**

OR

**3 + 2 + 2 + 2
COULD EQUAL
SO MUCH MORE!**

**IMMEDIATE
FIRE
AND
EMERGENCY
MEDICAL
ASSISTANCE**

EXT. 3222

**HERE'S A BIGGIE
TO REMEMBER:**

When you're calling Fire and Rescue to report an injury, **BE SURE TO GET THE BUILDING NUMBER AND COLUMN NUMBER CORRECT.**

You'd be surprised to know that recently the person who called in an emergency was so panicked that he named the correct column number, but not in the correct building! **Time is important in a medical emergency**, so give the sick and/or injured person the best chance of recovery by doing what you can to get the rescue people on the scene **FAST!**■



**WHEN THE MEDICAL
ORGANIZATION IS
CLOSED...**

AT&T is responsible for providing care and treatment for employees who are injured in work-related accidents. To meet this responsibility, the Omaha Works medical organization is open Monday through Friday, 5 a.m.-9:30 p.m. **If you become ill or injured outside these times, call ext. 3222 and fire brigade members will respond and direct your care as needed.** Be sure you know the column and building number where the injured person is located. **For serious illnesses or injuries at any time, call the fire brigade** to transport the ill or injured person to the medical organization.■

**QUESTION:
HOW LONG CAN
BLOOD-BORNE
PATHOGENS LIVE IN
DRIED BLOOD?
ANSWER: UP TO 7
DAYS!**

That just goes to show how critical it is that blood and other body fluids be handled and disposed of properly.

Plastic gloves are now available in all EW&C restrooms, to be used by rescuers in an emergency involving body fluids. Members of the Works Fire/Rescue Brigade urge employees to wear the gloves in the case of a medical emergency and dispose of them properly so neither you nor someone else is exposed to someone else's body fluids.

Please. Don't deplete the supply by taking several gloves for home use. Let's make sure they're available where they're needed, when they're needed.■

Crosstalk

by
Linda Enterline

Hi, ho, EW&Cers. The May results for WIN/WIN/WIN are out, and one thing's for sure...the trend is going the wrong way! Keep reading, because those figures are comin' up soon...**A-VOE-DEE-OH-DOE...**Those who wish to sing always find a song.—Swedish proverb...**HERE'S A BRAIN TEASER (OR A NO-BRAINER, IF YOU HAPPEN TO KNOW THE ANSWER)**...What do Post-It® notes and an ISO audit have in common? Give it some thought. We'll talk later...**WHAT'S THE NEW SPEED LIMIT FOR VEHICLES IN THE SHOP?**...It's 6 mph. Starting Monday, June 13, the Safety organization will be using a radar gun to monitor the top speed capability of each vehicle. That clocked speed will be used to calibrate all vehicles to a maximum of 6 mph. Ten industrial vehicles will be modified each week. Questions to the Safety organization...**IN THE MEANTIME**...Not all summer footwear protects your feet on the shop floor. Don't trade safety for comfort. Same goes with safety glasses and side shields...**STARTING A NEW CHAPTER**... Congrats to those leaving EW&C under the recent retirement offer: **Gary O'Connor, Karen Moser, Tony Tobiasz and Dick Gazda**...**SEND US YOUR THOUGHTS**...on **your** rules of customer service, just like the series of weekly posters you've been seeing in the shop. Send your suggestions to **EW&C At a Glance**, Dept. 250A...**GO, PIONEERS**...**Al Dusek** and his Pioneer team have signed up nearly 400 new members in Omaha since July 1993. In September 1993, the service requirement for Pioneers dipped down to 0 years, so Chapter 92 is taking advantage of the expanded potential. Call Al on ext. 4834 to join...**KNOW WHAT I LIKE BEST ABOUT AT&T STOCK?** The fact it's going up! Also, one pleasant result of AT&T's name change from American Telephone and Telegraph to **AT&T Corporation** is that AT&T's listing is right up there at the head of the stock page...**A MEETING OF THE EW&C MINDS** is what management/union team members were after during a day-long session to discuss overtime and self-canvassing issues on Friday, June 3, at the Union Hall. By the way, the recently-installed upgrade to the OT system is up and running...**WIN/WIN/WIN IS WORKING FOR A WIN/WIN/WIN SITUATION**...**May results**: scrap is up to 5.10% of production with a payout of \$100 per person. (Not where we'd hoped, but we're making progress). The three month cum is at a \$500/per person payout. April numbers were: 4.62 percent (\$500 payout), whereas March started out strong with 4.25 percent (\$800) of expected 1994 output. Check the **WIN/WIN/WIN** posters near the time clocks and do your part to turn the trend in the other direction...**BELIEVE IT OR NOT**...EW&C's production control secretary **Ruth Nolan** won a gas grill in the recent VPP celebration. She's going to use it to grill \$50 worth of steaks she won in the **Sort and Save** contest. Boy, how lucky can you get!...**THE TIME HAS ARRIVED**...to answer the question: What do Post-It notes and an ISO audit have in common? The answer: **ABSOLUTELY NOTHING!!!!** ISO requires documentation, documentation and more documentation; all of which require more than Post-it notes or crib sheets or uncontrolled memos and other forms of communication. **The ISO auditor is coming for the annual 6-month checkup in August**. We've been warned about documentation control during the last two audits. Who knows what a third non-compliance in documentation could mean for our ISO registration? **NOW'S THE TIME TO GET RID OF ALL THAT UNOFFICIAL DOCUMENTATION AND GET OUR HOUSE IN ORDER, AS THEY SAY**. Well, all good things must end, and so must I. Remember: **nothing great was ever achieved without enthusiasm**. I am outta here. ■

No plans to move production control, engineering

Mezzanine remodeling continues

Back in early 1993, the decision was made to **not spend large sums of money to move engineering or production control** to the mezzanine, but to go ahead and do the necessary cleanup and preparatory work such as a new ceiling, wiring above the ceiling, carpeting, etc., says EW&C manufacturing excellence manager **Dick McGaughey**. In so doing, the mezzanine would be available for occupancy as needs arose and money became available.

Although the carpet itself was purchased many months ago, money was just recently made available to install it. Even though the carpet is now being installed, there are **no plans in the foreseeable future** to move production control or engineering to the mezzanine.

At the same time, it was decided to finally go ahead and rearrange the Supervisor and layout operator areas on the west end of the mezzanine into a more efficient and business-like arrangement. ■

AT&T beats stiff competition to win two mega-contracts

AT&T was recently awarded two of the largest contracts in telecommunications history. The Saudi Arabian Ministry of Posts and Telecommunications has selected AT&T as the communications company to expand and modernize that country's telecommunications infrastructure. The Saudi contract is expected to be valued at more than \$4 billion US, the largest in telecommunications history outside the U.S.

The majority of the equipment manufacturing work for will take place at the **Oklahoma City Works**, which produces the 5ESS digital systems that switch calls from line to line; at the **Merrimack Valley Works** in Andover, Massachusetts, where transmission equipment is manufactured; and at AT&T's **Columbus Works**, which manufactures wireless products. Software for the system will be created in Chicago and New Jersey. Additional work will be done in Europe and Saudi Arabia.

Bell Atlantic contract win

AT&T Network Systems has been named prime contractor and end-to-end systems integrator for Bell Atlantic's full-service interactive digital network which would make Bell Atlantic's customers the first in the U.S. to receive video services over their local telephone network.

Although Bell Atlantic declined to discuss the value of the contract, the company said the project was a part of an overall \$11 billion capital improvement project. ■





EW&C At a Glance

July 6, 1994

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

Tee visits our customers at the Merrimack Valley Works

EW&C is serious about customer satisfaction

A customer complaint is a little like a rattlesnake. How a business handles customer concerns determines if that business is around to handle another rattler on another day.

That's why EW&C handles every customer concern with great care.

Several weeks ago, employees of AT&T's Merrimack Valley Works in Andover, Massachusetts, called Omaha, saying some of our wire wasn't right. Sixteen reels of Omaha's wire was giving them trouble. The black insulation was peeling back during connectorization. The wire couldn't be used.

Within three days of receiving that call, Insulate's **John "Tee" Cockrell** was on a plane to Boston. His job was to see what Omaha could do to take care of the problem. In the meantime, sixteen new reels of 1249 O28C were being rushed to Merrimack Valley so production could continue.

"The black insulation was zippering off," said Tee, who investi-

*Going right to the
source...EW&C's
John "Tee"
Cockrell's job
took him on a
customer visit to
AT&T's
Merrimack Valley
Works near
Boston.*



gates all of EW&C's insulation complaints. "Because of the manufacturing processes at Merrimack Valley, the wire can't have any flaws—no knicks, no peeling insulation, nothing."

Tee said it was obvious the 16 reels of 1249 O28C couldn't be used. The product has been shipped back to Omaha, where it's been tested to find out what went wrong.

"It's a really good idea for a customer to talk directly to the source," said Tee, a 28-year AT&T veteran. "We should be doing this for all major problems."

Insulate Department

Manager **Merle Dinslage** said Tee was the best person to deal with the customer complaint "because he's one of my three quality monitors who has a lot of experience in dealing with customer complaints. I feel it's important that the supplier understands the needs of the customer. In this case, the insulate operators are the supplier." ■

For a root cause analysis and corrective action, see pg 4.

Inside this issue...
 ■ EW&C welcomes new team members
 ■ Are your documents legit?
 ■ Nearly half of all EW&C people buy U.S. Bonds

Welcome to the EW&C Team



Madeline Jones

Coach, 254-1,2,3 (Large cable re-wind/cool room)

Madeline joins the Omaha Works from the AT&T's Operator Services Downtown office, where she's been group manager since 1987. Before that, she worked as a sales associate, and later as a manager at one of AT&T's Phone Centers in Omaha.

Madeline began her career in 1973 as a North-western Bell long distance operator. Later, she worked in a variety of occupational jobs and in 1979, she worked for a year with AT&T in New York City.

Madeline has assumed coaching responsibilities from **Tony Tobiasz**, who retired in early June.



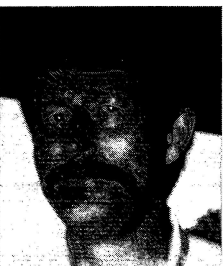
Gloria Campbell

Coach, 256-4,5,6 (D-station and granulator)

Gloria assumes the D-station and granulator coaching duties from **Gary O'Connor**, who recently retired and is now living in Atlanta.

Gloria is a native of Shreveport, LA, where she has 27 years of service with AT&T at the Shreveport Works, where she worked with high-performance work teams. Gloria began her AT&T career in production at the Shreveport Works in 1967 and took a management position in 1983.

Gloria says "Thank you, Omaha, for letting me be a part of your growing team!"



Ken Kerns

Process engineer, 252, Insulate

Ken is assuming portions of the jobs of Process Engineers **Ron Monroe** and **Dick Gazda**. Ron has accepted the retirement package and Dick retired in late May.

Ken comes to EW&C from AT&T's Kansas City Works. This 23-year veteran has worked at AT&T manufacturing locations in Allentown, PA; Orlando, FL; and Madrid, Spain.

Ken, his wife Leslie and their four children lived for two years in Madrid, where Ken was a product engineer at AT&T's Microelectronics plant. The facility specializes in the manufacture of custom-logic integrated circuits, wafer fab and chip assembly.

He is a native of Albany in northwest Missouri. Albany is to the east of Marysville, KS.

Ken holds a BS degree in industrial technology (mechanical) from Central Missouri State University in Warrensburg, Mo. ■

BEAT the HEAT

Heat-related illnesses can be prevented with a little common sense and some simple precautions.

When the mercury pegs anything over 80 Fahrenheit, take it light and plan your activities carefully.

Drink plenty of fluids, avoid alcohol, and schedule strenuous activities during cooler parts of the day.

Documentation is critical to ISO

The ISO 9001 auditor will be making a surveillance visit in September 1994

During earlier ISO audits, the Omaha Works received several non-compliance notes in the areas of document control.

It's important that these non-compliance notes be cleared and no more documentation non-compliance notes be assessed.

The future of Omaha's registration to ISO standards may be at risk if documentation deficiencies are assessed repeatedly. As you know, ISO registration gives AT&T's products a competitive edge in world markets. As our competitors catch up with us in this area, ISO registration will become a necessity to remain competitive.

What kind of things are we talking about?

- Uncontrolled instructions posted in work areas
- Uncontrolled instructions stuffed in notebooks and drawers
- Obsolete documents not removed or documents not filed in the appropriate place
- Note cards or crib sheets taped to partitions, tables and machines
- Poor housekeeping resulting from outdated materials that aren't removed
- Outdated forms still being used
- Uncontrolled external documents floating around the area, such as ISO/UL/ASTM standards or customer drawings
- Uncontrolled memos and letters describing procedures
- The lack of master lists or indices of specific types of documents

☎ Knock, knock.

☎ Who's there?

☎ ISO.

☎ ISO who?

☎ ISO-ppose you're wondering when the next ISO audit is scheduled. It's in September (the exact date hasn't been announced yet). Are your documents in order?

THE ISO SURVEILLANCE AUDIT. SEPTEMBER 1994.

What do proper documentation procedures mean to me?

■ Assurance that you'll never have to answer auditor questions about why an obsolete document is being used

■ You'll know you're doing your job based on current information. No more "I didn't know about that" or "but we've always done it that way."

■ You'll feel better knowing your area is in control of its processes and everyone knows the score all the time

■ You won't be making mistakes because the documentation is faulty or out of date

■ No more wading through "unofficial memos" that can steer you all over the place to find out what you need

The rule: if it's not officially documented, it's not legit!

ISO 9001

EW&C is serious about customer satisfaction
(Continued from page 1)

Root cause analysis/ corrective action makes sure the problem doesn't happen again

A root cause analysis of the insulation problem on the 16 reels of 1249 O38C returned to Omaha showed that zippering insulation may have been caused by an improper tooling setup for a single production run. A burnt piece of plastic may have been lodged in the die, an excessive amount of color chips may have been used, or, any combination of these elements may have caused the problem.

Plans for corrective action include the modification of the test procedure, which will check for problems like this. Corrective action also includes repairing a sticking brake at the strander payoff, which was causing marks on the slate/violet pair.

As always, the operators will also be following the layout instructions very closely to make sure the corrective action is effective. ■

47% of EW&C employees sign up to buy U.S. Savings Bond in recent Works drive

EW&C has gained an eight percent jump in employee participation in the recent U.S. Savings Bond Drive. EW&C improved total employee participation from 39 to 47 percent.

The Bond Drive is the one campaign backed by AT&T on a national level. This drive is particularly important because it shows the employees of AT&T can work hand in hand in supporting the efforts of the federal government. This is critical in light of AT&T's efforts to do business internationally. U.S. government cooperation and backing is an important factor in winning contracts overseas.

The EW&C bond team celebrated the improved results with a luncheon recently. Please thank and congratulate canvassers **Rita Casey, Cindy Kelly, Madonna Koch, Sherry Ridley, Sharon Swingholm, Cheryl Todd, Della Tyler, Patty Wallinger** and **Betty White**. Cheryl, Sharon and Cindy, representing IBU 253/254, each won an AT&T Trimline phone grand prize while the remaining canvassers won mini-mag flashlights.

NO. OF PARTICIPANTS

	Beginning	End	New	Percent
251/252	69	81	12	17.4
253/254	91	108	17	18.7
255/256	92	113	21	22.8*

Totals	252	302	50	19.8
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*Top sellers in 255/256 were Madonna Koch, Della Tyler and Betty White

PERCENT OF INCREASE

	Beginning	No. of increase	Percent
255/256	92	12	13.0
253/254	91	17	18.8
251/252	69	19	27.5*

Totals	252	48	19.0
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*Top sellers were Patty Wallinger, Sherry Ridley and Rita Casey

PERCENT OF PARTICIPATION

	Total Employees	# of bond buyers	% of participation in the IBU
251/252	201	81	40.3%
255/256	231	113	48.9%
253/254	210	108	51.4%

Totals	642	302	47.0%
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EW&C At a Glance

July 27, 1994

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

"We can keep this business viable"

NCS President Jack Bucter visits the Omaha Works

"I think that it is up to all of us to continue to do the things that will keep this business viable, to keep it generating the amount of funds to reinvest in this business," said Network Cable Systems President **Jack Bucter**, in a recent visit to the Omaha Works.

"Your Workplace of the Future motto here, 'Destiny by choice, not chance,' sums it up. The destiny of this place is in our hands."

"As long as we continue to be competitive with our quality, continue to keep our customers satisfied, as long as we continue to make strides in our productivity—and there is still much more we can do such as material substitution cost reductions, standardization of parts and so on—we can keep this business viable."

Jack met for a brief time with a group of EW&C team members in the cable mezzanine, and later with Wire and Cable VP **John Heindel** and a cross-section of Works employees in the auditorium.

Employees expressed concern about the future of EW&C at



IBEW Local 1974 Union President **Frank Possinger** (right) welcomes NCS President **Jack Bucter** during his recent conversation with EW&C team members.

Omaha in light of the recent sale of the Phoenix Works to CSI.

"The situation with Phoenix was that the bulk of its business is in a declining area," said Jack, who was in Omaha for his first visit in more than a year. "We found someone who was willing to invest in it who is going to get into different areas—power cables and related products, which is not the direction AT&T wants to take, given our other investment opportunities."

"CSI will be doing some private labeling of LAN cable for us," he commented. "They're planning to get into this area, so our philosophy is to control the output for at least the next

five years.

"We would not be investing the kind of money that John (Heindel) and his team are asking for in Omaha if we thought there was a chance that we might have to close this place." ■

Inside...

- A central office on wheels rolls into Omaha
- The ISO man cometh Sept. 6-9
- 6 jobs your AQT is designed to handle
- Survey results show respect for people is the top concern

The ISO 9001 audit is scheduled for Sept. 6-9

Five key elements in document control and questions the auditor may ask you:

■ **All quality procedures are to be documented**

The auditor's question might be: *"How do you document the quality procedures in this area?"*

■ **Documents are to be reviewed and approved for accuracy**

The auditor's question might be: *"Who has the authority to revise documents and assure their accuracy?"*

■ **Revision status will be readily available**

The auditor's question might be: *"How do you know this issue is still valid?"*

■ **Documents shall be available where they're essential**

The auditor's question might be: *"Do you have all the instructions you need?"*

■ **Invalid or obsolete documents are to be removed from points of use**

The auditor's question might be: *"Is this document obsolete? If so, why hasn't it been removed?"* ■

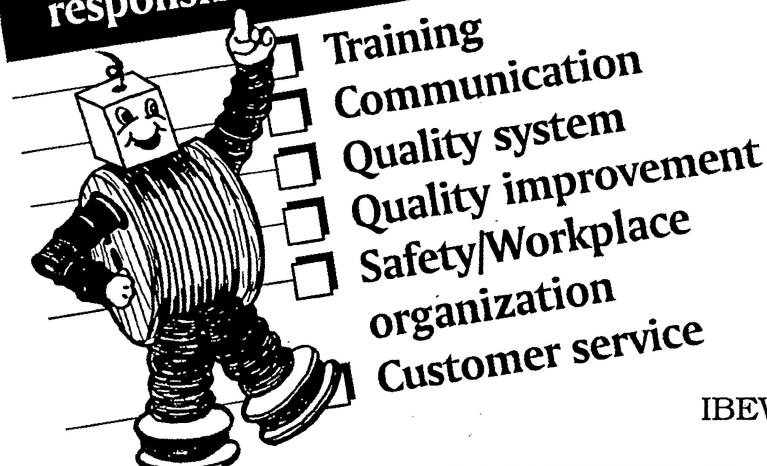
AQTs have six core functions

Look for new signs in all EW&C's conference rooms outlining the six core functions of Area Quality Teams. The signs also contain "Reel Man", a drawing which represents EW&C wire and cable products. "Reelman's" artist is **Laurie Sellin**, coach in coax/braid/jacketing/strand/test/ship.

The signs are designed to remind everyone of the core functions on which the teams are to concentrate: training, communication, the quality system, quality improvement, safety/workplace organization and customer service.

These six core functions give AQTs a chance to focus energies on key issues and not get caught up in other areas like salaries, benefits, employment practices, personalities, grievances, discharging policies, movement of personnel and all contractual items negotiated between the IBEW and AT&T. ■

EW&C Area Quality Teams are responsible for six core functions:





If you can't bring the customer to the central office, bring the central office to the customer.

That's the theory behind AT&T's Wire Center Modernization/ExchangeMax tractor-trailer—a 48 foot simulated telecommunications Central Office on wheels that travels the country, providing customers true-to-life demonstrations of AT&T installations of products, systems and applications, including overhead racking, cabling and lighting.

This powerful sales tool made its debut in July 1993. The display features Network Cable Systems' ExchangeMax and power and transmission hardware. Target customers are the regional Bell operating companies, the NSC market and independent telephone companies.

See the equipment in action

The exhibit demonstrates NCS's full line of central office products as a fully-cabled, as-it-really-looks-in-a-central-office system. Featured is the full line of NCS central office products and supporting fiber and copper cable.

The services of AT&T's Customer Service and Operations (CS&O) organization also are demonstrated in engineering and installation services and CS&O's Fiber Protection System.

The products and services of AT&T's Switching and Transmission SBUs are also included, creating a state-of-the-art-demonstration on the complete package of products and services available from AT&T.

Before the debut of the Wire Center Modernization/ExchangeMax tractor/trailer, such product demonstrations were impossible. NCS products are too large and heavy for members of the sales teams to take to the customers. Also, the cost of equipping each salesperson with a complete line of AT&T products is too high to be practical.

Nothing beats hands-on experience

The displays in the Wire Center Modernization rig show off our products to customers through an up-close-and-personal approach. Customers can see how big products are, look at product features and architecture.

(Continued on page 4)

EW&C's Central Office Employees to tour ExchangeMax

EW&C's Central Office Manufacturing team members from Mack Curbeam's IBU will be touring AT&T's "Central Office (CO) on Wheels" when the trailer is at the Omaha Works east office parking lot on Thursday, July 28, 8 a.m.-5 p.m. CO AQT members, layout operators, coaches, engineers and production associates have been invited, as have been representatives of 75 customers companies.

Are you interested in touring the "CO On Wheels"? Ask your AQT coach for details. ■

**SEEING
IS
BELIEVING!**

ON THE ROAD AGAIN



ture, and see how products connect to each other.

AT&T engineers can also advise customers on what products are needed for specific applications and reinforce AT&T's complete package approach to marketing products and services—everything to support AT&T's turn-key systems customized to meet individual customer needs.

AT&T takes the risk out of shopping

Because AT&T stresses the turn-key system approach, customers don't have to worry about ordering the wrong items or designing applications containing equipment that's not compatible.

A systems exhibit was also selected so AT&T can differentiate its full line of products as well as its unique systems architecture, unavailable from competitors.

AT&T's full-system exhibit also best matches the needs of our customers, especially as the number and experience of telephone companies' technical advisors continues to shrink. Customers rely more and more on vendors to provide advice on products and system design.

ADC, a major AT&T competitor, is the only company featuring a similar central office mobile display; but, the ADC rig is smaller and its static displays do not feature products interconnected into a complete system.

Complete solutions, complete displays

On the outside, the 48-foot trailer looks like any used by moving companies. It's 13.5 ft. height gives the space needed to demonstrate overheading racking, lighting and cabling. The elaborate display of light boxes and display transparencies automatically guide customers through the display with a synched-with-spotlights audio sequencer. The "air-ride" feature minimizes jostling of displays during transport.

The rig, complete with its own full-time driver, also was outfitted with air conditioning and heat, its own power supply, and phone and fax machines.

The job of purchasing and outfitting the rig from top to bottom was completed in only 10 weeks. AT&T display equipment and products were installed by CS&O's Charlotte Service Center.

Traveling the nation's highways and byways

You'll see AT&T's Wire Center Modernization/Exchange Max tractor-trailer at customer sites, trade shows,

seminars, AT&T sales programs—wherever customers are interested in modernizing their systems. The demonstration typically stays at one location for several days, and may remain in a big city for one week. Typical scheduling includes working in one region for a month.

Members of the sales teams coordinate customer visits when the display is in their area. The project has been so well received that the rig is already booked through 1995.

ExchangeMAX program management will soon publish an operations manual to instruct account teams on how to use the exhibit.

In late 1993, the exhibit made a large loop through the U.S., starting in California, continuing up the West Coast, cross-crossing the central states to the East Coast and Northeast, ending up in the Southeast. In the summer of 1993, the trailer also travelled to flood-devastated areas of Missouri, Iowa and Illinois to lend support in recovery and rebuilding efforts. ■

**— HERE
— COMES
— THE
— CENTRAL
— OFFICE !**

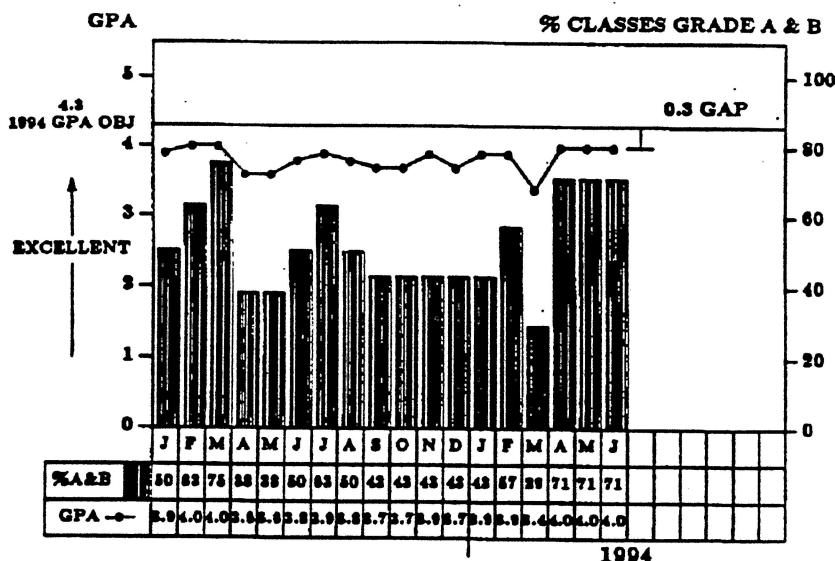
EW&C's June GPA remains at 4.0; goal is 4.3 for 1994

EW&C's GPA for June is 4.0, the same GPA earned in the two previous months. Individual grades remained fairly consistent from May to June. The grade for station wire improved from a C to a B; unfortunately, the grade for switchboard/spec cable dropped from B to C. June's 4.0 GPA falls .3 short of our 1994 goal of 4.3.

Inside wire and cable and plenum/LAN cable maintained their A ratings. Results for June were:

	May	June
Station wire	C	B
DFW, cross, hookup	B	B
Inside wire cable	A	A
Plenum/LAN cable	A	A
Terminating cable	C	C
Switchboard/Spec cable	B	C
Coaxial cable	B	B

Copper Apparatus pulled its GPA up by .2 in June, from May's 4.1 to 4.3. The entire Omaha Works GPA improved from 4.1 to 4.2 in June. ■



Survey results show respect for operator is top concern

In April and May, the Area Quality Teams (AQTs) were asked to complete a survey to help the Maintenance Support Quality Team (SQT) determine what their customers consider important aspects of service provided by that group. The objective is for the SQT to improve its understanding the needs of its customers in order to do a better job of providing service.

The results are ordered below, from most important (Item 1) to concerns of lesser importance:

1. Listen to the operator and respect her/his opinion
2. Fix it right the first time
3. Response time to a call
4. Feedback to the operator (what, why, when)
5. Technical skill
6. Availability of machine parts
7. Preventative maintenance
8. Work habits/professionalism
9. Attitude
10. Repair time
11. Housekeeping/safety habits

During coming weeks, SQT representatives will visit with AQT team members to discuss the survey results. People will also be asked for their suggestions on how to improve teamwork in this area. ■



[illegible]

We began with a strong 4.17% in March, then increased to 4.62% in April, then jumped to our worst figure so far, with a 5.10% May scrap figure.

	Output	Residue	PCC	Total scrap	Percent
March	16,802,622	701,343	0	701,343	4.17%
April	14,775,829	679,459	3917	683,376	4.62%
May	14,483,485	716,455	22,401	738,856	5.10%
June	16,515,854	783,424	32,633	816,057	4.94%

1061C 025C	Failed due to crosstalk	\$31,134
2061 004	Wrong conductor at twist	20,919
1061C 004C	Error in jacket wall thickness	22,411
1061/2060/2010	Jacket print (none or illegible)	20,030
735	Cable with bad SRL	63,496
700-series cable	Jacket holes and print errors	22,481
616C	Failed due to crosstalk	33,882
	Short cable length	21,724

1249C28C	Split insulation problems on wire in 16 reels of cable returned from Merrimack Valley	\$26,000
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WIN



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September 30, 1994

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Inside: Employee
Appreciation Day
Monday, Oct. 3, 1994
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"I envision us meeting in work areas and talking about what's on our minds," says Jim, "and I want us to do that where the product is being made—on the floor."

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ShopTalk is the latest in a series of visits Jim has had with employees since he became SBU Manager in May of this year.

He's met with every EW&C Engineer and Coach, Union Representatives and Level III Layout Operators.

The areas for the first meeting haven't been selected yet, so keep your ears to the ground on that one. Coaches and AQTs will be notified.



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A discussion with **Jim Himes**



Employee Appreciation Day Monday, Oct. 3, 1994

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Good news travels fast. Soon, the gift idea spread to the Copper Apparatus IBUs. As a result, every employee at the Omaha Works will receive a memento recognizing our accomplishments as a factory.

What is the gift? It's a surprise, so you'll have to wait and see on Monday. Your AQT Coaches will handle the distribution.

It's no coincidence that *October is Quality Month* begins with Employee Appreciation Day. Without quality employees, we can't have a quality product.

So let's take this day to congratulate each other on another year of success in working together. It's also a good chance for each of us to say "Thanks for the good things you do" to our co-workers who are our partners in our daily work.

**Quality people.
Quality work.
Quality month.
EW&C**



To summarize what we said...

at the meeting attended by EW&C Level III Production Associates and EW&C SBU Manager Jim Himes on Wednesday and Thursday, Aug. 17-18, 1994

August 23, 1994

A message from EW&C Manager Jim Himes:

I'm glad to have had the opportunity to meet with all of you last week. There's nothing like a face-to-face meeting to discuss business and handle issues critical to the success of this operation.

This is an exciting time to be in the Electronic Wire and Cable business. As you can see from our schedule for the remainder of 1994, our customers like our products and they're continuing to show their confidence in us by increasing orders. Our challenge is to not disappoint them—to exceed customer expectations in both quality and service.

As we discussed last week, there are no guarantees we'll be successful. It all depends on us. It's going to take effort and dedication on everyone's part to make this business as successful as I know it can be. With your help, we can do the job.

You have my personal commitment that we'll continue the dialogue started last week and follow up these meetings with summaries like this one. We'll also be publishing information on questions that I couldn't fully answer in the meetings. I hope these summaries will help us to continue talking between meetings.

Our task as a team is to make sure EW&C at Omaha takes full advantage of the opportunities available in today's marketplace. We have a great team going here and I'm looking forward to strengthening our partnership throughout the coming years.



Review of the discussion

■ Growing our business

- So far in 1994, our growth rate is 16% over our 1993 figure
- In 1995, we're forecasting revenues that exceed 1994 levels by roughly 20%
- By the year 2000, we're forecasting a doubling of 1994 revenues

■ Training

EW&C has added more than 60 Production Associates in recent months. These additions will strengthen our business in the long run. In the short run, we're dealing with the movement of nearly 250 people to new jobs as a result of these additions. As you are well aware, this movement has taken its toll; however, when everyone is up to speed on her/his job, we'll find things back to normal

■ Facilities

EW&C has committed at the multi-million dollar level for facilities and equipment improvements in 1994. We're looking for more than that in 1995 to round out equipment needs and eliminate production bottlenecks

■ International business

- EW&C is continuing our international efforts by establishing manufacturing facilities in Bray, Ireland; Tianjin, China; and Brisbane, Australia. These offshore facilities allow us to develop new markets
- Our success internationally will reinforce Omaha's position as world headquarters for EW&C

■ Remaining competitive

- For our business to be successful, it's critical that every team member personally commit to make a contribution to the effort. We have multiple goals that we can reach only by working together at full machine utilization, and through continuous and significant improvement in cycle time and productivity. Meeting all of these objec-

tives may enable us to build to order, rather than build to forecast

■ **EW&C's future**

- We are *not* for sale
- Our business opportunities have never been better
- Our goal is to focus on the job ahead while continuing to strengthen customer partnerships
- Our strategy will affirm our status as the world headquarters for AT&T's EW&C business

■ **Cost containment is the key challenge**

- The ball is in our court. We have the power to ensure a bright future for this business. To do that, we need to remain competitive in the world marketplace
- While we've typically done well in the areas of quality and service, our On-Time-Deliveries are currently in the 70% range. We will improve on that figure as facilities issues are resolved and people fully learn their new jobs

■ **Teamwork**

Teamwork, participation and the resulting synergy are critical in everything we do. Our technical improvements are successful when every team member understands and supports what we're doing. ■

To: All Attendees

cc: All members of the EW&C management team
John Heindel
Jim Andry

Questions and Answers

Q. PE color chips are in short supply. Because our schedule is so high right now, can we increase the amount we receive?

A. Our inventory of PE color chips has been increased, and we do not anticipate more of the problems we've been having.

Q. We're having trouble meeting our deadlines because the Wednesday production cut-off time is too close to Thursday's end-of-the-week shipping deadlines. Also, we sometimes work like crazy to get the work out, and then shipping doesn't ship it on time—the product just sits on the dock.

A. We're aware this has been an ongoing problem. We're working with production control to reschedule off-set dates (the time between operations), which should reduce the problem significantly.

Q. We're not getting the timely assistance we need when we have trouble on our data systems on the night shifts. We also need a backup for channel 6 on the MFCS channel when the transmission system fails on the hand-held computers, which it does often.

A. We do have a need for 24 hour technical help, because the computers are used on all three shifts. A study of that problem is going on now, and the results will be shared with you.

Also being evaluated is an updated version of the MFCS hardware, which will give us fewer transmission problems. The results of this study will be available in 30-60 days.

Q. The following two questions deal with the shortage of 40" reels:

(1) When we're running dual-pass cables at Jacketing, empty 40" reels are in short supply. What can we do to give us more reels? Can we stock more reels, schedule differently or change procedures in the cool room? (2) We need more test facilities for our LAN (Local Area Network) cable products. Our LAN cables hit a bottleneck at the test sets. That makes us short on 40" reels. What can we do?

(Continued)

Q.

A. More 40" reels have been ordered, but we don't think the problem will be solved only by adding reels. The process is being evaluated to eliminate bottlenecks which are causing the shortage of reels. Reelex/Rewind Packaging has been short on people, an issue which is being addressed. We've also identified bottleneck problems in Scrap and Dual Pass Jacketing.

The reel shortage will improve by eliminating the bottleneck problems in the processes.

Q. We hear a lot about international markets, but we don't hear too much about U.S. business. What's happening domestically?

A. EW&C's domestic sales account for over 75% of our total revenue. As you know, our international manufacturing efforts are concentrated in Ireland, China and Australia. Obviously, the domestic market is a major portion of our business.

Q. What impact does the increase in interest rates have on our business?

A. The ups and downs in the EW&C cable business tend to follow economic trends fairly consistently, even though we see a small lag. A significant increase in interest rates affects cash flow, inventory carrying costs, the number of housing starts and the economy in general; however, since interest rates haven't fluctuated significantly in either direction, they haven't had much effect on our business currently.

Q. We need more Level III Layouts and more Level II floaters, or maybe some additional Level III jobs. The increase in line speeds has cut down on the amount of time operators have to get supplies and tooling between loads. Working seven days a week is

also taking its toll on Operators.

A. We're looking at line speeds now; at the same time we're examining the need for temporary Level IIIs. As you know, we are planning to position our business on a 5-day, 3-shift schedule in 1995.

Q. We need better coordination between Mini-strand and Jacket. The wrong products seem to always run at the wrong times, causing a shortage of steel and 40" reels.

A. We need to do a better job of synchronizing our schedules, which is a CAMS issue. As you know, the CAMS system is replacing the CAPS system we've been using.

Once we get scheduling issues under control, the key is to stick to those schedules. Also, eliminating bottlenecks will help the situation tremendously.

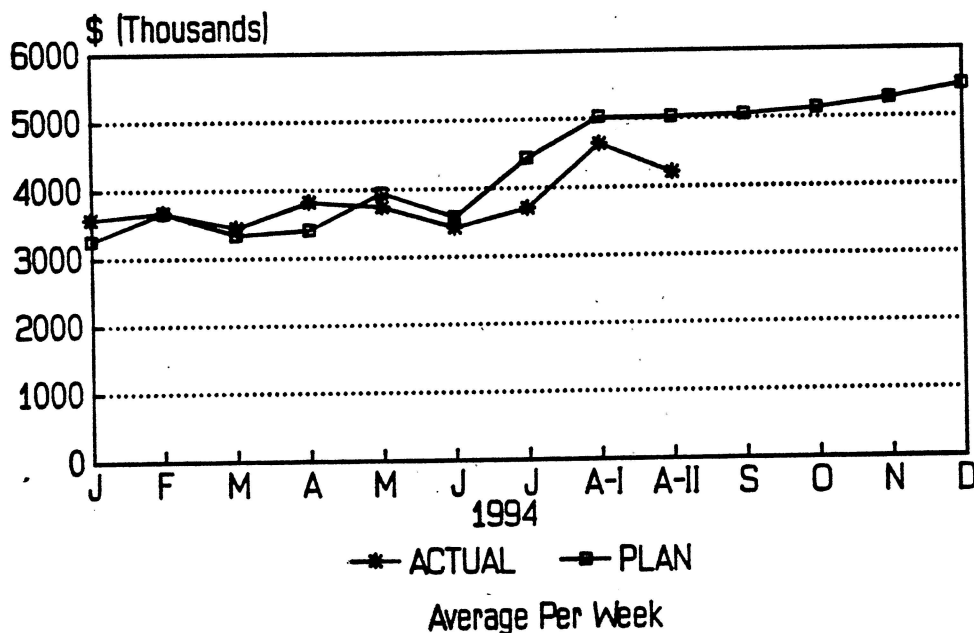
Q. We need to have a person on each of the three shifts who can make last minute schedule changes. In our area, the only person who can do that now is on the day shift. When a machine breaks down on second or third shift, there's no one around to change the schedule.

A. Your point is well made and is being reviewed by Mack Curbeam and the Central Office team. ■

A.

and

EW&C
46 ACCOUNT DELIVERIES
(Weekly Rate)



EW&C Vision

AT&T's Electronic Wire and Cable will be a world-class manufacturing facility that achieves exceptional customer satisfaction through best-in-class cycle times and the total involvement of all its people.

**Customers choose value.
We create it.**



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EW&C**





EW&C At a Glance

December 3, 1994

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

by Linda Enterline

Crosstalk

HI, HO, EW&Cers. What's new with you? We're about ready to close the door on '94. but not before we set some goals for '95. Plan, then execute, execute, execute...**IT'S THAT TIME OF YEAR**, when we look forward to '95. So what's in store for EW&C? Think about it, and we'll talk about it in a minute...**HAVE YOU BEEN KEEPING ON EYE ON THE PRICE OF AT&T STOCK LATELY?** What comes down must go up, as they say. That's true in the stock market, as in life...**IT'S NOT WHAT YOU ARE, IT'S WHAT YOU DON'T BECOME THAT HURTS.**—Oscar Levant (1906-1972)...**ARE WE WORKING DURING THE HOLIDAY SHUTDOWN?** Yes, on jobs associated with 1061 and 2061 products. Check with your coach for details of days and shifts...**90¢ COPPER JUMPS TO \$1.40.** How did that happen? That kind of a jump does a real number on our material variance, which is the difference between what we plan on material costing and what we end up paying for it. Will we see 90¢ copper again? We'll ask **Tom Vierk** in the Copper group and see what he says...**ARE YOU ALWAYS WEARING YOUR SAFETY GLASSES AND SIDE SHIELDS IN WORK AREAS?** **Linda Sellin** is glad she did. Stories and pictures coming...**NICE DIGS.** EW&C Production Control has found a new home in the cable mezzanine. Stop by and check it out...**SORT AND SAVE REALLY SAVES!** According to Engineering's **Arnie Kelson**, since January 1994, we've sold to recyclers nearly 5.5 million lbs. of top-grade chopped copper (90¢-\$1.20/lb.), nearly 1.5 million lbs. of untinned copper, nearly 1.5 million pounds of PVC purge at 7¢/lb. and nearly 4 million pounds of fluff (no return on this). Total revenue from Sort and Save: nearly \$85,000. Wow! Wouldn't it be neat if we could cut down on all that scrap?...**SPEAKING OF WHICH,** WIN/WIN/WIN and Nebraska Furniture Mart. Friday, Dec. 9 is the big announcement. Your coach will personally contact you about reward shares and pick-up details. Shares are pro-rated based on how much time each individual spent in EW&C between March and November...**EW&C'S JOINT VENTURE IN TIANJIN BEGAN OPERATIONS IN NOVEMBER.** Engineering's **Dean Schwery** has returned from a 2-month stay in Tianjin. More on his experiences in upcoming editions...**SPEAKING OF JOINT VENTURES,** Network Cable Systems will team up to form AT&T's third joint venture in India. AT&T Finolex Fiber Optic Cables Ltd. will manufacture LXE Lightpack Fiber Optic Cable for telecommunications and commercial applications. The facility will be in Pune in the state of Maharashtra on the west coast, about 45 kilometers southeast of Bombay. Annual production is expected to be around \$20 million with production scheduled to begin in early 1996...**WELCOME TO THE 60 EMPLOYEES WHO'VE JOINED THE EW&C TEAM** (or will be doing so) between now and Dec. 9. Central Office Manager **Mack Curbeam** says slots are being filled/back-filled, etc., and everyone should be placed by the second week in December...**CAN'T FIND THAT HOLIDAY SPIRIT?** The Pioneers and the Weoma Club will help you find it fast! The **Weoma Club Christmas party is Sat., Dec. 10, 1-4 p.m.** The Pioneers need Bell Ringers for the Salvation Army. Sign up in the main cafeteria or call the Pioneer office, ext. 3564...**EVERYBODY LOVES A CLOWN,** and **Ear Bob, a.k.a. Brenda Williams**, invites you to become one—a Corny Clown, that is. Recent retirements have taken their toll on the pool of available BOZOS (We still have plenty around here, you're thinking). Anyway, we need new faces! ETOP will even pay for clowning classes at Metro Community College. So start clowning around (we know some people have the experience!) and call Brenda, ext. 3459...**I GOTTA BE ME-E-E-E!** Call with your updates to the EW&C organization chart and the EW&C Phone/Pager Directory for Coaches. Target release date for the org. chart is 1/15/95, 12/16/94 for the directory. Call ext. 3714 with changes or if you'd like your name added to the distribution list...**BACK TO OUR ORIGINAL QUESTION: WHAT ARE WE STRIVING FOR IN '95?** It's an ambitious yet attainable, critical goal: **a 7.5% reduction in the cost of our product.** Price competition is heating up in our business, so driving down costs will be imperative in '95. Let's get out there and do it! No more room. Catch you on the flip-flop. I am outta here!■

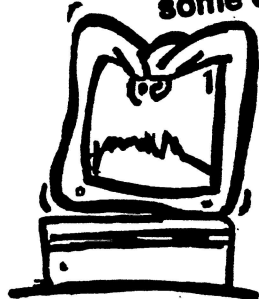
More good stuff inside ☞

Think now: AQT \$ available in January 1995

AQTs put \$10K to work in '95

by EW&C Quality Engineer Terry Kottwitz

**"How 'bout spending
some cash on me?"**



For the second consecutive year, each of the 15 Area Quality Teams (AQTs) in EW&C has been allotted \$10,000 to spend on improving the way we do things.

The \$10,000 is earmarked to support the six core functions of all AQTs:

- Quality System
- Quality Improvement
- Training
- Safety/Housekeeping
- Customer Service
- Communication

The \$10,000 can go a long way to support your team's ideas for improving the process. Here are some ways the money was spent last year:

- file and storage cabinets, chairs, tables and desks
- computers and printers, laminators
- office supplies, fans, floor mats, wheeled trash cans
- tool drawers, bins
- TV & VCR for training, a camera, where appropriate

Relate your purchase to improving quality and service instead of on items that don't directly contribute to improving our processes. Some examples of "no go" items include food, shoes, jackets, ice machines, coffee makers, refrigerators and microwaves. (You get the idea).

Your Coach and Operating Department Manager can help your team by discussing the purpose of items.

Decide on a goal and go after it

The \$10,000 is intended to help your team follow through on its goals. Your team is empowered to support meaningful efforts on the part of your AQT to improve performance.

Get going now!

The money must be spent in fiscal year 1995, which runs from October 1, 1994-Sept. 30, 1995. Expenditures can begin in January 1995. In order for the paperwork to be processed on time, purchases should be initiated by July 31, 1995, because purchases made after that date could be assessed against 1996.

Ray and Bill can help

Ray Krupa in Insulate or **Bill Brink** in the Tool Crib have a variety of catalogues available where you might find some great items. These two can also help your team issue purchase orders and will then send a copy of the paperwork to your team.

If you purchase a small item on your own, for example, at Sears or Office Depot, Secretary **Linda Fuksa** (cable mezzanine,

ext. 3148) can give you a voucher for reimbursement.

Purchase orders can also be placed through your Coach or the Engineer assigned to your process. The originator of the order will always send a copy of the purchase order to the AQT for its records.

Your Operating Department Manager will also assist in working with an outside contractor if your team decides that's a good way to go.

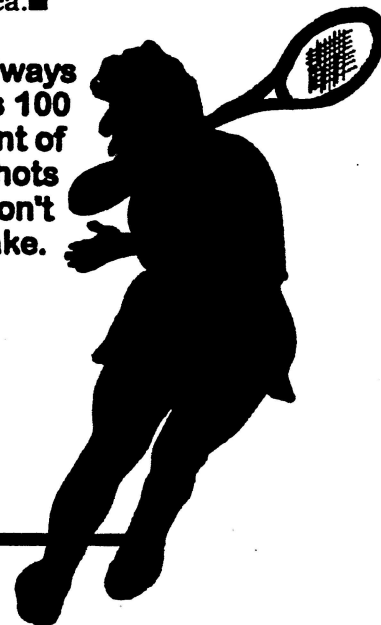
Use it or lose it

Money that's not spent before Sept. 30, 1995, automatically returns to "the kitty". You know how it is. Use it or lose it! Each AQT should keep track of the amount of money spent during the year. This balance should be reported in the minutes of the AQT meetings.

Don't keep it a secret

Why not share your ideas with other AQTs? You just might pick up on other team's ideas, which could turn out to be a great help in your area.■

**You'll always
miss 100
percent of
the shots
you don't
take.**



Who ya gonna call? **BURN BUSTERS!**

Heated extruders and tooling can seriously burn your skin in an instant. Ouch! That hurts!

Because heat penetrates deep into tissues, burns are amongst the most painful injuries of all; they heal slowly and can cause scars that last a lifetime.

Unfortunately, hand and forearm burn injuries are far too common in EW&C. In Insulate, we're averaging 25 burn injuries each year (mostly second degree burns!) Burns are a major source of OSHA-reportable injuries.

Do yourself a favor and cover up to prevent burn injuries from hot equipment. New "burn-buster" protective gloves and forearm sleeves have become required safety equipment for all operators when working on or changing tooling on all extrusion lines in the cable shop. We're working to eliminate 25 burn cases from our injury list this year.

"We haven't had one OSHA-recordable forearm burn injury since we started using the protective gear in early October," says Rich Schmitz, safety supervisor. "There's no reason to go through the pain and suffering with a burn when you can avoid all that by wearing this new safety gear."

The leather gloves include a gauntlet cuff, which provide 5" of protection above the wrist. The gloves come in small, medium and large sizes. EW&C is working to make the gloves available in an extra-small size, too.

The terry cloth forearm protective sleeve covers from the wrist to above the elbow.

Both the gloves and forearm sleeves are stocked in the 44 store. Level III Layout Operators will provide the safety equipment from the storeroom.

As with any safety device, it works only if you use it. Anti-burn gloves and sleeves make sense. Be a burn-buster.■

Fits where you need it to

EW&C Coach Phone/ Pager Directory Available

If you didn't look closely enough, you'd think it was a business card.

It's really the first edition of the "Hello, Coach!" Phone/Pager Directory, listing the numbers you'll need to get in touch with your team's coach.

You'll recognize the first issue: it's blue and black on white. An updated version is already planned which will include the numbers for the newest members of the coaching staff who'll be joining the team shortly.

(Editor's Note—Of all things, the emergency numbers on the card are incorrect! Talk about embarrassed. Anyway, the Fire and Medical Emergency number is ext. 3222; Omaha Works security can be reached at ext. 3121 AND you can add **Joe Dolezal** to the list of Maintenance Coaches on third shift, x3142, Page 398.)■

New Mfg. Excellence Mgr. arrives Dec. 1

Carla Calhoun has been named EW&C Excellence Manager. She succeeds **Dick McGaughey**, who assumed the duties of administrator of the Cornhusker chapter of Telephone Pioneers of America.

Carla began her career with Western Electric in November 1983 as a test engineer at the Kansas City Works, where she later became a section chief in the manufacture of 256K RAMS. She also served as a campus recruiter during her time at the Kansas City Works.

She later transferred to AT&T

Microelectronics in Los Angeles as an account executive selling electronic components. Her latest assignment was as an account executive for AT&T Business Network Services selling network services to major business customers.

Carla holds a Bachelor of Science degree in Electrical Engineering from Howard University in Washington, DC and an MBA from Pepperdine University in Malibu, Ca.■

Five majors assessed in Nov. Nov. GPA drops to 3.7 from Oct. 4.0

Quality has become a major concern in EW&C. As November's report card shows, our quality GPA has slipped from 4.0 in October to 3.7 in November. Our GPAs for April-October 1994 have been consistently at 4.0 or above. The 1994 GPA objective is 4.3.

EW&C Major Rates

	Prev. grade	Current Grade
Station Wire	B	B
DFWS, Cross, Hookup Wire	C	C
Inside Wire Cable	A	A
Plenum/LAN Cable	A	C
Terminating Cable	C	C
Switchboard/Spec Cable	C	C
Coaxial Cable	A	A
	4.0	3.7

Why the drop in the score? Three major defects were assessed against three 1061 products (SRL failures) in Plenum/LAN cable. Two major defects were also assessed in Switchboard/Spec. cable. Problems in these two areas can't be traced to one major cause; rather, they're a combination of several issues involving machines, processes and people.

According to EW&C Quality Engineer **Terry Kottwitz**, 1061 may need up to six months to restore the rating to an A from the C because of the way the system works. There is concern about December's GPA because of some problems we've already encountered in December in the Coax Cable product line. The report card for those products could range from an A to a C. If the rating should drop from an A to a C, EW&C's GPA for December could drop to 3.4, the lowest GPA since March 1994 (see chart).

The GPA for the entire Works remained at 4.2 for November. The Works GPA has remained in the 4.0-4.2 range consistently since April 1993. ■

"H.J. HIMES ELECTRONIC WIRE AND CABLE" Percent A & B Grades

