

# THE HEADLINER

Lucent Technologies  
Bell Labs Innovations



Connectivity Solutions, Omaha

January/February 2000



Photo by Linda Ryan

## Lift limits save backs and money

Cindy Srb (right) shows Bev Thoms how to use a new Lift-O-Flex™ lift to move material too heavy for manual handling. The roller on the hand-operated lift allows the operator to roll—not lift—heavy items like this pan of ground wire assemblies (weighing 45 to 50 pounds) onto the lift for transport to a work area. Two such lifts were ordered for the building entrance protector (BEP) shops, after a new lift limits policy was introduced to curb injuries and cut the cost of days lost on the job. Srb was on the project team that earned a GROWS Award for developing the policy as well as action resolution plans.

GROWS stories on Page 5 ➤

## Clark heads Connectivity Solutions

Stephan (Steve) R. Clark has been appointed general manager and vice-president of Connectivity Solutions, reporting to Network Cable Systems (NCS) President Denys Gounot.

The appointment, effective Jan. 1, 2000, was made in conjunction with several structural realignments which also were announced in January, designed to enhance and align NCS's internal operations focus and strengthen its ability to quickly adapt to market conditions.

Clark is responsible for the global management of Connectivity Solutions, including research and development, manufacturing, and product advocacy and management for the sales/distribution channel. Clark is based at Connectivity Solutions' headquarters in Omaha.

Previously, Clark was sales and marketing vice-president for Network

Products Group's Power Systems business, where he led a team to revamp the sales organization and produce consistent double-digit revenue growth from 1994 to 1999.

He also has served as managing director and chief representative for AT&T in China. Other assignments have included those in sales and marketing for equipment and communications services with AT&T since 1982.

Proficient in Spanish and Mandarin Chinese, Clark has lived in Taiwan, the Philippines, Mexico City, Beijing and Hong Kong. He served on the Board of Governors for the American Chamber of Commerce in the People's Republic of China, chairing the Public Affairs Committee.

He holds a bachelor of fine arts degree in political communication from Southern Methodist University in Dallas, Texas, and a master's degree in management from the

University of Texas at San Antonio.

Clark and his wife, Marlene, have five children. He lists jogging, woodwinds and golf among his hobbies. ■



Photo by Linda Ryan

STEVE CLARK...General manager and vice-president, Connectivity Solutions.

# Omaha retires "Works" designation

Old habits die hard. Especially if they are part of the legacy associated with Lucent's proud Western Electric heritage. That's why Network Products Group (NPG) President Bill Spivey says it will take the conscientious effort of every NPG employee to stop referring to our Omaha, Atlanta (Norcross, Ga.) and Dallas (Mesquite, Texas) facilities as "Works" locations.

The directive to expunge the term "Works" from everyday usage stems from the way NPG conducts business today. NPG is "working with new customers and new

market niches every day to supply market-leading solutions for the world's communication networks," said

Spivey. Certain words like "Works" do not adequately reflect the new world of Network Products and, overall, Lucent Technologies.

Back when Western Electric manufacturing facilities were being built, design and engineering functions for the most part were headquartered in New Jersey. The factories were for manufacturing, period. "Works" was a

designated term to describe the largest of Western's manufacturing facilities.

Over time, core business functions—such as design, marketing and sales—were moved to facilities formerly dedicated to manufacturing.

"We really must start thinking of ourselves as a business, not just a factory," said Steve Clark, Connectivity Solutions general manager and vice-president.

Connectivity Solutions, with its

headquarters in Omaha and additional manufacturing in Ireland, Australia, China and Venezuela, is a full-fledged, end-to-end business within NPG. NPG's three core businesses or divisions are Connectivity Solutions, Optical Products and Power Products.

From now on, terms to use when referring specifically to Omaha include facility, unit, plant or operations; e.g., Connectivity Solutions's Omaha facility or Lucent's Omaha operations. ■



## National E-Week observance includes patent recognition

Patent award recognition, a guest speaker and plant tours for high-schoolers interested in engineering careers are on tap for National Engineers Week (also called "E-Week"), which will be observed at Lucent's Omaha facility the week of Feb. 20.

Dr. Uma Gupta, professor in information technology at Creighton University, is keynote speaker for the Tuesday, Feb. 22, gathering of technical-professionals in the auditorium. Her topic is "Project Management in the New Millennium."

Members of the Omaha team who have earned U.S. Patents in the past year are to be honored at the meeting. Most recent patent recipients include:

**Ron Guelden**, who has earned two patents—one for "High frequency communication jack" and another for "Spring wire terminal block for communication connectors"; **Steve Zerbs**, who earned a patent for "Local area network cabling arrangement"; **Ben Bass** and **John May**, who share

a patent on "Cable payout tube"; and Lyndon Ensz for a patent titled "Communication plug."

Other patent winners (reported in earlier Headliner editions) to be honored will be **Dean Davis**, **William Clark** and **Larry Bleich**.

On Wednesday, Feb. 23, students from 11 area high schools who have indicated an interest in engineering careers will tour Omaha shops, escorted by tech-pro staff members. On Friday and Saturday, Feb. 25 and 26, an interactive display on Lucent Technologies will be part of an E-Week Exhibit at the Oakview Mall. ■

### THE HEADLINER

The Headliner is an internal newsletter of Lucent Technologies' Omaha facility, published eight times yearly. It is produced by the public relations department and printed by the print shop. Your comments and suggestions are welcome. Direct them to:

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Ron Guelden



Steve Zerbs



John May



Ben Bass



Lyndon Ensz

Photos by Steve Miller

## African-American History celebrated

If you haven't stopped by the display case in the main cafeteria recently, you still have time to pick up some good reading tips on African American history. The display will continue through February in conjunction with the observance of National African American History Month.

The local chapter of the Alliance of Black Lucent Employees (ABLE) arranged the display based on the theme, "Breaking boundaries: The strength of our heritage will propel us into the New Millennium and beyond."

As part of the observance, Omaha plant supervisors Camille Metoyer-Moten and Lanette Moore will give an encore 30-minute song and prose presentation in the auditorium on second shift during dinner break (7 to 8 p.m.). The internationally acclaimed actresses/singers performed earlier this month on first shift.

For more information about ABLE and how to join the local chapter, contact Thelma Eley on first shift, 691-3822.

## January/February service milestones

- 1/1—Jay Ackland, 25.
- 1/2—Kathleen Schutte, 25; Robert Voss, 20; Russell Campbell, 15; Tamara Dean, 15.
- 1/5—Thomas Paver, 30; Lora Koenig, 30; Susan Lindblad, 30; Richard Townsend, 30.
- 1/6—Sharon Justsen, 30; Raymond Thompson, 30.
- 1/7—Billie Rochell Cooper, 35; Teresa White, 25; Stephen Dawkins, 20; Carla McKnight, 15; Linda Book, 15; Charles Meyers, 15.
- 1/8—Albert Tingley, 30; James Roberts, 30; Patrick Leary, 25.
- 1/9—Dana Konchalski, 25; Norma Korff, 20.
- 1/11—Peter Saltzman, 25.
- 1/12—Patricia Rolf, 30.
- 1/13—Cheryl Jaixen, 25.
- 1/15—Louis Arterberry, 30; Cristy Jokerst, 30; Leo Scollard, 25; Bart Pettit, 15.

## Who could resist?

Family memberships to Henry Doorly Zoo go on sale starting Feb. 28 for just \$50! Buy now and save before the price goes up after April 2. Fill out the form sent to all employees and pay by check, credit card or money order (sorry, payroll deduction is no longer available). You'll get your zoo pass on the spot!

### Zoo passes on sale through March 30 during lunch/dinner times, all shifts

Main cafeteria & Bldg. 50 mezzanine

Mondays, Wednesdays & Thursdays

*(Watch monitors for locations & times)*



- 1/17—Leslie DeBord, 15.
- 1/19—Luis Canal, 35; Larry Bowen, 30; Janet Smith, 30; James Hedrick, 30; Lillian Wyatt, 25.
- 1/21—Robert Wall Jr., 30; Daniel Kinsella, 30; Clemens Minor, 30; James Akins, 30; Jean Edwards, 20.
- 1/24—Patricia O'Keefe-Powell, 15.
- 1/25—Steven Chaffin, 35.
- 1/26—Charles Garrean, 30; Neil Becker, 30; Linda Kros, 30; Daniel Koenig, 30; Donald Janda, 30; Julie Dunn, 20.
- 1/27—Alfred Wilson, 35; Ronald Nelson, 35.
- 1/28—Walter Lenczowski, 35; Mary West, 30; Kathleen West, 30.
- 1/29—Daniel Anderson, 10.
- 1/30—Donna Barnes, 25.
- 1/31—Debra Palma, 25.
- 2/1—Philip Schlueter, 35; Rosemarie Desautels, 30; Leigh Ball, 15; Steven Schafer, 15.
- 2/2—Jackie Campbell, 35; Terry Fuller, 30; Larry Bailey, 30; Arnold Wilcox, 30.
- 2/3—Jacqueline Nosek, 30; Madeline Jones, 25; Joyce Badders, 20; Eldon Nielsen, 20.
- 2/4—Kenneth Jeanneret, 30; Perry Olds, 30; Kevin Rogers, 15; Daryle Donner, 15.
- 2/6—Pamela Ross, 30.
- 2/7—Annette Knight, 30; Janice Tomes, 30; Barbara Bagley, 10.
- 2/8—Nickie Ross, 30; Karla Nadrchal, 15.
- 2/9—John Gardner, 30; Melvin Stubblefield, 30; Robert Sokolik, 20.
- 2/10—Danny Kuiper, 30.
- 2/11—Robert Williams, 40; Helen Chism, 30; Edwin Eichner, 30; Lynn Nelson, 30; Barbara Bruno, 30; James Dessel, 30; Gerald Zeiszler, 15; Shirley Blankenfeld, 10.
- 2/12—Robert Jones, 30; Dennis Bagley, 30.
- 2/13—Constance Fletcher, 25.
- 2/14—Daniel Moran, 30; Walter Johnson, 20; Diane Swanson, 5.
- 2/15—Carla Hunt, 25; Carol Thompson, 15.
- 2/16—David Borstad, 30.
- 2/17—Vernon Dschaak, 35.
- 2/18—Theodore Killham, 20.
- 2/19—Dennis Bannister, 15; Howard Ortiz, 10.
- 2/21—James Spudich, 40; Rahn Chubick, 25.
- 2/22—John Ahlberg, 35; Joseph Dolezal, 35; Linda Shafer, 30.
- 2/23—Michael Burlingame, 30; Carol Berry, 20.
- 2/27—Judith Pollard, 25.
- 2/28—Mary Nicholson, 15.

## In memoriam

**Larry Kingery**, senior production specialist in electronic wire and cable (EW&C), Sept. 18, 1999.

**Martha Honeywell**, production specialist in DSX operations, Sept. 30, 1999.

**Kenneth Duncan**, production specialist in EW&C, Nov. 25, 1999.

**Stanley Kull**, senior production specialist in EW&C, Jan. 19, 2000.

**Diane Wulf**, senior production specialist in EW&C, Feb. 2, 2000. ■

# THE PLEDGE:

## *Seize control of our destiny*

The tip-off that this wasn't going to be your run-of-the-mill meeting should have been the canisters of tennis balls placed randomly on chairs in the auditorium.

Still, unsuspecting employees—gathered for one of Steve Clark's first meetings with them at the Omaha facility since assuming the role of Connectivity Solutions general manager and vice-president—gave the canisters little thought. That is, until Clark asked those whose chairs had tennis balls to come in front of the audience and juggle them!

Let's just say these would-be jugglers won't be appearing in David Letterman's "Stupid People Tricks" TV segment anytime soon. They did, however, help Clark to reinforce what he called "a metaphor of communication."

Did you notice, Clark asked his

audience, that the people able to juggle the balls "look up where they're throwing? The catch is automatic—unless you throw the ball out of bounds. Then you've got a problem. You can't catch a thing."

The same holds true in a factory where orders are coming in all different ways. "They don't come in according to plan. They don't come according to forecast. They're flying from all around and we're trying to do this catching thing but it doesn't work. That's how we've been operating," he explained. "We have to get where we can catch. To do that, we have to know how to throw."

### Time to step back

It's time to step back and look at ourselves as a business, not a factory. "It's a market, not just a product, an application, not just cable," Clark

said. We have a choice: Accept just doing our job and hope it flows to the bottom line, or "seize control of our destiny."

Control is critical to our success, he said, "and the way it will work is if we as a team help each other." We must do a better job of throwing and catching back and forth the information so valuable to our technology business, not just within the confines of our Omaha team but with our "marketing teams, our distributors, our customers."

The market is phenomenal, he said, mentioning an "explosion" in bandwidth and data networking, among others. "It's an overwhelmingly positive business with tremendous opportunities. We have good products, good people, good technology—a lot of good things to build on."

Clark then challenged those in the

Photo by Linda Ryan

**PHYSICAL AFFIRMATION...**  
Steve Clark says that by signing their names to a check representing Connectivity Solutions' financial commitment to the corporation, employees of Lucent's Omaha facility are affirming, "We got it...we know the plan. We may not have all the answers, but let's figure it out together."



audience to do all that he or she can to deliver this year's revenue commitment to Lucent Technologies. Signing his name on a symbolic oversized check made out to Lucent for \$210 million, Clark invited employees to "come together as a team" and do the same.

"Life is precious," he concluded. "We spend so much time away from friends and family to do what we do here. So why don't we do the things to make our time here the most valuable to us?"

"You can help me help you so we can help us. It's that simple. It all comes down to people." ■



Photo by Linda Ryan

**METAPHORICALLY SPEAKING...**  
*"To get control of our business, we have to help those throwing to us, and we must do a better job of throwing," says Clark.*

## And the GROWS Award winners are...

**T**hat Lucent GROWS "wall of fame" located in the main cafeteria just keeps GROWing as more Connectivity Solutions teams and individuals are recognized for their contributions to the company's high performance and rapid growth for the long term.

Ten more plaques recently were awarded in recognition of the GROWS behaviors the winners evidence.

### Lift Limit Implementation Team

Although the total rate of injuries at the Omaha plant had declined, material handling injuries continued to be a problem. About 25 percent of our OSHA-recordable cases consisted of these mostly back, groin and upper extremity injuries and accounted for half of Omaha's days-off-the-job cases.

Besides causing pain and stress, these injuries also resulted in direct and indirect costs conservatively estimated to be \$630,000 for days-lost cases alone. It would take about \$15 million in sales to recover the costs of such injuries.

A team was formed to institute a proposed lifting limit policy. The team identified nearly 450 different items involving lifts over 45 pounds and pushes and pull actions over 50 pounds. It also worked on action resolution plans that would make it easier and safer to perform these most strenuous material handling jobs.

As a result, the incidence and severity of related injuries have decreased, and productivity and

quality have improved.

**GROWS behaviors: Global growth mindset • Results focused • Obsessed with customers • Speed.**

### Electronic Cabinet ADSL Team

BellSouth came to us with a problem: The company had customers waiting to order ADSL (Asymmetrical Digital Subscriber Loop) service but didn't have a cabinet or CEV (controlled environmental vault) solution.

The team was formed to provide an ADSL solution that could be integrated into existing BellSouth systems. Within three weeks a solution was generated, drawings were created, cabinets were built and assemblies were made. All materials were shipped to the customer's job site on time for installation. Additionally, ADSL members went to the site to assist the customer.

Changes were requested and installation was rescheduled, at which time attention turned to a CEV solution. Within a matter of hours, a solution was presented at the job site, with an ADSL member again present to assist.

**GROWS behaviors: Results focused • Obsessed with customers • Speed.**

### 735C Process Improvement Team

SBC Communications (Southwestern Bell Corp.) requested an enhanced version of our standard 735A cable, a coax cable used in central offices. The enhanced version, 735C, had higher SRL (signal return loss) requirements and bonded foil, requiring modifications to our equipment and procedures.

Engineering, management and production associations worked

(Continued on next page)



# GROWS winners lauded

(Continued from previous page) together to resolve issues, many of which involved tedious detail. Production associates in particular contributed valuable feedback to the technical staff about necessary small procedural changes that were not readily obvious.

The team's efforts resulted in the introduction of a new 735C design and its production within a short lead time.

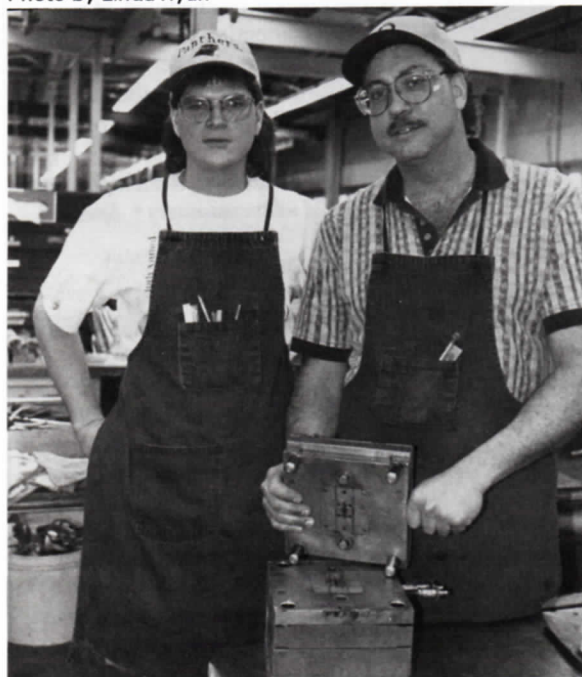
**GROWS behaviors: Results focused**  
**♦ Obsessed with customers ♦ Workplace that is open ♦ Speed.**

## Coax Braid-Smoothing Team

Braid defects in coax products were causing holes in the cable jacket. Repairs made to the holes caused further delays. Where defects didn't cause a hole, they produced cosmetic problems unacceptable to the customer.

This team's efforts led to the design of a fixture that smooths the braid as it goes into the jacket extruder head. Consequently, jacket holes have been cut by 75 percent and an estimated

Photo by Linda Ryan



**TWO HEADS BETTER THAN ONE...** Tool-makers Keith Chafin (left) and Steve Mindrup came up with a quick and relatively easy way to modify a mold so parts wouldn't stick.



Photo by Linda Ryan

**IN A PINCH...** Melinda Lucas (from left), Steve Hilscher and Pam Brown teamed up over Christmas shutdown to ensure that a customer's urgent request for a 307 connector block was met on time.

\$84,000 is saved annually in labor costs.  
**GROWS behaviors: Results focused**  
**♦ Obsessed with customers ♦ Speed.**

## Debora Crabbs

Inventories of patchcords and associated products were too high. Master scheduler Debora Crabbs was assigned the task to reduce those inventories by nearly \$2 million. Instead, she was able to reduce them by \$5 million, exceeding the goal by \$3 million.

The actions she initiated to achieve reductions included cutting down less

popular, long-length codes in stock to popular lengths; working with Lucent's Global Procurement Organization (GPO) to negotiate and reduce safety stock; and developing and executing a plan to maximize third-party shipping orders with remote manufacturing locations, thus decreasing Omaha's handling costs and need for inventory.

**GROWS behaviors: Results focused ♦ Speed.**

## 307 Connector Team

During the holiday shutdown period last December when the Omaha plant was operating with a reduced workforce, USWest called in with an emergency order. With the Y2K compliance deadline just two days away, the phone company discovered it needed a single 307 connector block before the New Year to avoid penalties.

Without a full staff in the connector block area, three production associates were recruited from another work area to find the right parts that could be assembled into product. By the time the connector shop supervisor had arrived from home, the trio had located vital piece parts. With their input and that of several other supervisors and engineers, the team was able to follow manufacturing specs to successfully assemble, test and ship the block by overnight air on time to meet the customer's needs.

**GROWS behaviors: Results focused**  
**♦ Obsessed with customers ♦ Workplace that is open ♦ Speed.**

(Continued on next page)

# GROWS winners lauded (Continued from previous page)

## Fiber Optic Tool Repair Team

Existing mold tools to make multi-mode sleeves for ST connectors were not producing enough capacity to meet customer order request dates. Parts were sticking to the mold.

A "fix" was proposed, but it would have taken up to two weeks to engineer the modification, and there was no guarantee that it would even work.

Toolmakers Steve Mindrup and Keith Chafin came up with the idea to spray the mold with a special material to keep parts from sticking. Then, to maintain the precise size of the molded part, the duo modified the mold itself in minute increments to counter size variance due to the addition of sprayed material.

Within 24 hours the sleeves were back in production, with the molds running at 100 percent capacity.

**GROWS behaviors:** *Global growth mindset • Results focused • Obsessed with customers • Workplace that is open • Speed.*

## Nextrom Negotiation Team

This team was formed to negotiate provisions to redirect equipment originally ordered for a new cable facility in Shanghai, China. The equipment was to be equally divided and shipped to a new

factory in Brazil and to Shanghai.

While building and nurturing a strong and long-term relationship with the equipment supplier, Nextrom, the team successfully completed negotiations efficiently and in a short time frame.

The team's efforts, which included maintaining favorable prices previously negotiated with Nextrom and negotiating attractive labor costs for Brazil, resulted in a \$450,000 cost savings to Lucent Technologies.

**GROWS behaviors:** *Global growth mindset • Results focused • Speed.*

## Injection Molding Team

Lucent's Denver facility placed an emergency call to the Omaha plant during the Christmas holiday shutdown, seeking help to locate an adapter—one made by an outside vendor but using parts molded in our shops.

Omaha contacted the vendor (who was also shut down for the holidays) and learned that the vendor was out of Omaha's molded parts and was unable to make the requested adapter.

Back at the Omaha facility a team consisting of molding shop production workers and their supervisor worked quickly to make the needed molded parts. They were shipped to the vendor where the adapter was assembled and shipped to Denver—all within three days from when

the request was received.

**GROWS behaviors:** *Results focused • Obsessed with customers • Speed.*

## 3061 Cable Jacket Improvement Team

Lucent's 3061 non-halogen Power Sum LAN cable, made in Bray, Ireland, is a type of non-halogen cable growing in popularity in Europe. However, jacketing problems were causing reduced yields and cable defects, resulting in customer complaints.

A project team was formed to identify and implement an improved jacket material. The team included engineers, product management and purchasing personnel from Lucent's Omaha, Bray and Atlanta operating units.

The team assessed available jacket material technologies and products, eventually proving in an improved material through prototyping runs in Bray. The result was improved yields, reduced defects and an annual material cost reduction of \$1.7 million.

**GROWS behaviors • Results focused • Obsessed with customers • Speed. ■**

# After 48 years on the job, Bill Stoner retires

In an age when moving from one job opportunity to another every few years is more common than not, Bill Stoner stands out in the crowd. Stoner recently retired from Lucent's Omaha facility after 48-plus years of service.

Stoner began working for Western Electric's Lincoln (Neb.) plant in September 1951 for \$1.01 an hour. He left to serve two years in the military. When he returned, the Lincoln plant was closing so Stoner chose to transfer to a new plant being built in Omaha.

His co-workers were all new to the company, Stoner recalled. "We were the same age and we all looked forward to working in the new plant."

He's always worked in Building 30, starting in the "weld



Bill Stoner

and form" area where he made relays for crossbar frames. His last assignment was in the Bruderer punch press area.

"It's been a good job, a good income. And the benefits were very good," he said.

Stoner said he's been awed by the changes he's seen in the communications industry over the years. One change, in particular, he welcomes: "For a time, we weren't hiring many people. Now we have new people—young people, which is good. They bring young ideas, energy into the system. With today's competition we need that."

## More retirees

Other who have retired recently from Omaha include: John Kicker, 25 years of service; James Brainard, 34; Henry Hill, 42; Dolores Jones, 29; Gretchen Kellogg, 26; Lloyd Loudon, 35; Louis Scarlati, 30; Thomas Welchert, 35; De Anna Hendren, 17; and Joseph Lyons, 39. ■

# 2000

## Omaha Holiday/Vacation Schedule

Holidays observed    
  Floating holiday    
  Standard vacation days    
  Company-designated MPD/EWD

	SUN	MON	TUE	WED	THU	FRI	SAT
<b>JAN</b>	2	3	4	5	6	7	1 8
	9	10	11	12	13	14	15
	16	17	18	19	20	21	22
	23	24	25	26	27	28	29
	30	31					
<b>FEB</b>			1	2	3	4	5
	6	7	8	9	10	11	12
	13	14	15	16	17	18	19
	20	21	22	23	24	25	26
	27	28	29				
<b>MAR</b>				1	2	3	4
	5	6	7	8	9	10	11
	12	13	14	15	16	17	18
	19	20	21	22	23	24	25
	26	27	28	29	30	31	
<b>APR</b>							1
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	16	17	18	19	20	21	22
	23	24	25	26	27	28	29
	30						
<b>MAY</b>		1	2	3	4	5	6
	7	8	9	10	11	12	13
	14	15	16	17	18	19	20
	21	22	23	24	25	26	27
	28	29	30	31			
<b>JUN</b>					1	2	3
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	11	12	13	14	15	16	17
	18	19	20	21	22	23	24
	25	26	27	28	29	30	

	SUN	MON	TUE	WED	THU	FRI	SAT
<b>JUL</b>	2	3	4	5	6	7	1 8
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	16	17	18	19	20	21	22
	23	24	25	26	27	28	29
	30	31					
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	13	14	15	16	17	18	19
	20	21	22	23	24	25	26
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<b>SEP</b>						1	2
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	10	11	12	13	14	15	16
	17	18	19	20	21	22	23
	24	25	26	27	28	29	30
<b>OCT</b>	1	2	3	4	5	6	7
	8	9	10	11	12	13	14
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	22	23	24	25	26	27	28
	29	30	31				
<b>NOV</b>				1	2	3	4
	5	6	7	8	9	10	11
	12	13	14	15	16	17	18
	19	20	21	22	23	24	25
	26	27	28	29	30		
<b>DEC</b>						1	2
	3	4	5	6	7	8	9
	10	11	12	13	14	15	16
	17	18	19	20	21	22	23
	24	25	26	27	28	29	30
	31						