

THE HEADLINER



Network Cable Systems, Omaha Works

June 1993

Ozone-depleting substances removed

Tough EPA deadline is met

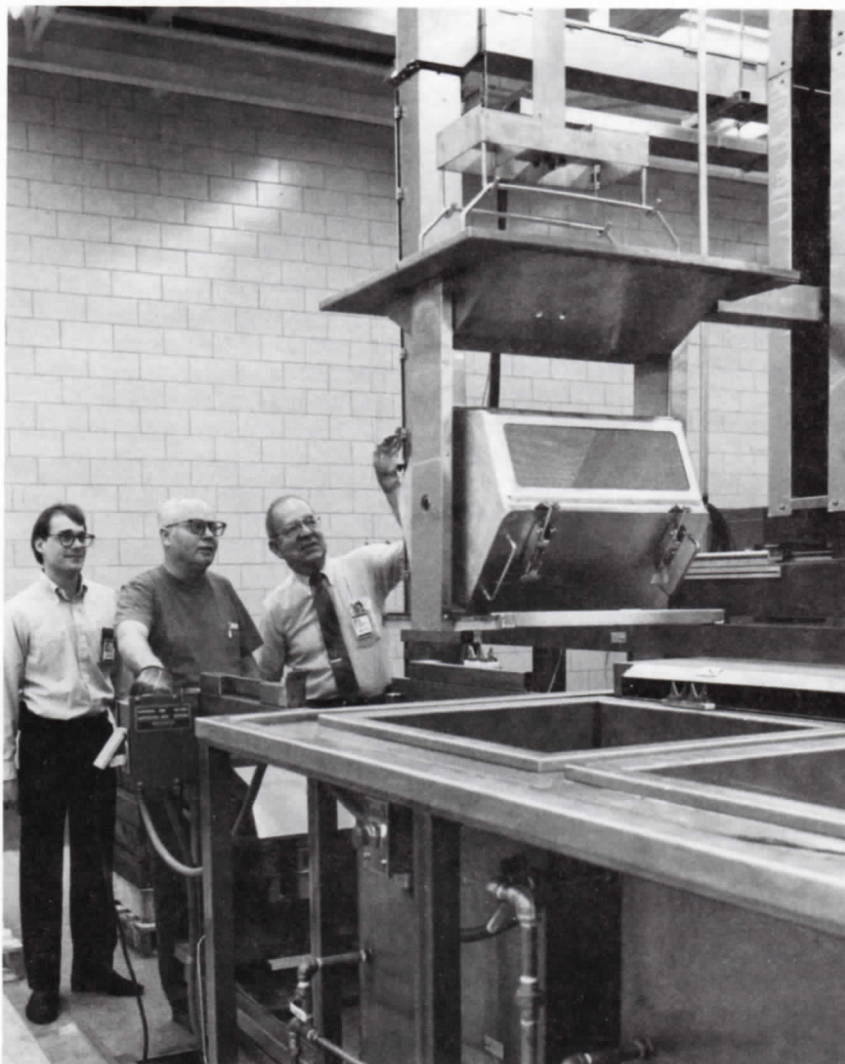


Photo by Linda Ryan

A BETTER WAY...In the metal piece parts shop, Del Norquist (center) operates a new aqueous-based terminal washing system, which replaces two batch degreasers that used ozone-depleting Freon TF. A barrel hold parts in this new automated system, which is submerged first in a water-based cleaning solution, then in three rinsing tanks and a final drying tank. With Norquist is John Hazuka (left) of environmental safety, and planning engineer Dick McVicker.

The diligence and teamwork of Omaha Works employees has paid off in a big way environmentally.

Thanks to their efforts, the Works has met a stringent government deadline to remove all ozone-depleting substances from its manufacturing processes, or be subject to complicated labeling requirements on its products.

The Environmental Protection Agency (EPA) set May 15, 1993, as the deadline nationwide. However, it wasn't until February of this year that the EPA actually issued specific instructions on requirements to be met.

Any manufacturer that did not meet the deadline would be required to label every product to notify the customer that the product was made using ozone-depleting substances. Had we not met the deadline, the EPA regulation also would have required other AT&T manufacturing locations--that use our manufactured parts in their product assembly--to affix labels on such products.

Year of searching

Engineering and operating organizations have been working together diligently for about a year toward the deadline, noted John Hazuka, planning engineer in the environmental, health and safety engineering organization.

"We had to do a lot of searching for suitable substitutes" for the ozone-depleting substances that had been used, Hazuka said, "and it took a lot of cooperation from virtually the whole plant."

(Continued on Page 2)

(Continued from Page 1)

Numerous alternatives to the substances are available on the market, but finding ones that would be effective for specific applications was time-consuming and resulted in considerable "trial and error. A lot of them didn't work," he said.

The Works will spend in excess of \$1 million dollars from now until the end of 1994 in conjunction with its total emission reduction plan, according to environmental engineering manager Mike Parizek.

The ozone-depleting substances, for the most part, were used to clean residues and oils from manufactured parts. The Works used 1,1,1 Trichloroethane (TCA) and Freon TF, and miscellaneous products containing them. Major operations and applications in the shop included:

●**Freon degreasers used in the Bruderer punch press area and laser room.** The punch press degreasers are no longer used. An alternative cleaner is used on connector reel parts in the first step during the plating operation. Piece parts are cleaned by an aqueous-based terminal washing system.

●**Stub cable area.** Stub cable used in cable terminals and 40-type cabinets used to be pre-filled with a

sticky waterproofing substance, requiring that stub ends be cleaned with solvents before individual wire could be wrapped around terminals. Now the stub cable is not filled before the wrapping operation. Wires to be wrapped are stripped first, then waterproofing fill is applied to the cable stub.

●**Metal piece parts shops.** Solvents were used in two large sheet metal degreasers and one barrel degreaser. The barrel degreaser and one sheet metal degreaser have been converted to use trichloroethylene (TCE) for the short term. Eventually the degreaser will be replaced by an aqueous-based cleaning system. One sheet metal degreaser is no longer used.

●**TCA pots in the MCO shop.** Small pots containing TCA and used for "spot cleaning" purposes on miscellaneous parts have been removed. Now Penreco, a mineral spirits cleaner, is used.

●**Caps and springs, protectors area.** A wax containing an ozone-depleting substance was used to help keep caps and springs separated in feed bowls. For now, a Penreco wax solution is being used but work continues on finding an alternative way to apply the wax.

●**Miscellaneous small users.**

Aerosol cans of "mold release" were used in the Building 30 molding area and in Building 50 insulating and jacketing lines. Several kinds of non-ozone depleting mold releases are now used.

"We want to thank everyone who helped the Omaha Works to meet this deadline," Parizek said. "It's indicative of AT&T's overall commitment to improve the environment."

Employees invest in the future of our country

A higher percentage of Works employees participate in the U.S. Savings Bond program this year than did last year.

The total of employees participating now stands at 1,132, with 95 being new program participants. Last year, 73 employees signed "new authorization" cards.

Additionally, 42 percent of the bond program participants increased their payroll deductions to buy bonds, said Linda Young, who helped coordinate the recent Works
(Continued on next page)

THE HEADLINER

The Headliner is an internal publication of the Omaha Works, produced monthly by the public relations department. It is printed by the Works print shop.

Your comments and suggestions are welcome and should be directed to:

Linda Ryan, Editor
Ext. 3795.

The next issue will be published on July 14, 1993. All news items should be in to the PR office by no later than 9 a.m. Monday, June 28, 1993.

I'M GOING TO WIN...Loretta Thimgan jokingly told a co-worker at the start of the bond drawing that her name would be pulled. Sure enough, the first name drawn by our new vice-president John Heindel--pictured with the winner--was Loretta's!



Photo by Linda Ryan



Gerald Kucinski



Diane Ellsworth



John Winchester



Eugene Drvol

(Continued from previous page)
bond drive.

"Thanks to all who signed up this year," said Young, "and special thanks to canvassers, department managers and secretaries for their assistance in the drive."

To mark the end of the drive, a drawing was held to select five employee winners of savings bonds. John Heindel, our new copper apparatus and wire vice-president, drew winners' names from a barrel in the main cafeteria during a day-shift lunch period. Each was awarded a \$100 U.S. Savings Bond.

The winners: Loretta Thimgan, IBU 23H-9; Diane Ellsworth, IBU 228-9; Eugene Drvol, IBU 239-3; John Winchester, IBU 239-2; and Gerald Kucinski, IBU 23H-1.

35th anniversary open house set for Sept. 12

Mark your calendars for Sunday, Sept. 12, to attend an Omaha Works open house in celebration of the plant's 35th anniversary.

An afternoon of refreshments and entertainment for employees and their families is planned from noon to 6 p.m., according to Bob Tatten who is chairing the celebration's planning committee.

A highlight of the afternoon will be three shows featuring entertainers from Las Vegas.

Tatten said the committee is planning other activities for the week prior to the open house, although they are not yet final. He also said the committee appreciates ideas that employees have submitted on ways

to mark the 35th anniversary.

Besides Tatten, other members of the planning committee include Bob Wustrack, Rhett Zeplin, Miyeko Kostszewa, Joni Hinkle, Dick McGaughey, Bob Miller, Doug Thoms and Bob Carlson.

Conference, vendor meeting on Hispa agenda

AT&T employees traveled from as far away as Puerto Rico, Venezuela, Costa Rica, Panama, Honduras and Brazil for a quarterly meeting of the Hispa National Executive Council at the Works on June 11 and 12.

The local Hispa chapter was host for the two-day council meeting, whose agenda included finalizing plans for the National Hispa Conference slated for August in Ft. Lauderdale, Fla.

The 15-member council is the governing board for the national Hispa organization. Richard Carmona, local chapter president, is a member of the council, serving as national occupational liaison.

Omaha's Hispa chapter was instrumental in setting up a "business card exchange" on June 10 between locally owned hispanic vendors and AT&T's purchasing and transportation organization.

The card exchange was designed to acquaint the purchasing organization with the goods and services available through local hispanic suppliers.

Transactions between the Works and nationally owned minority businesses (including businesses owned by women) are increasing, according to Hank Davidson,

manager, purchasing and transportation.

In 1992, total Works contracts with MWBEs (minority and women's enterprises) nationally amounted to \$3.76 million. Of that amount, roughly \$203,000 in contracts were with metro area minority business enterprises and more than \$636,000 with women's business enterprises.

The Omaha Works has set a total goal of \$6 million in MWBE purchases nationwide during 1993. In the first four months, it has reached \$3.766 million of its goal, including \$1.797 million spent locally.



Charity Smith



Cheryl Cincetti

Cincetti, Smith earn promotions

The promotions of two Omaha Works employees have been announced.

Cheryl Cincetti has been promoted to protection products engineering manager for Dept. 221. Formerly, she was a planning engineer in Dept. 23G.

Charity Smith is now protection products operations manager in IBU 222. She was promoted from section chief of apparatus assembly, IBU 223-1.

Their promotions became effective on May 15, 1993.

Alliance names four winners of scholarships

The Omaha chapter of the Alliance of Black Telecommunications Employees of AT&T has announced

(Continued on next page)

Mea culpa!

When readers find errors in a newsletter, should the editor hide in shame and embarrassment, or be flattered because at least it shows that people are reading the publication?

The May issue of the Headliner contained two such errors.

One was the inadvertent omission of a name of one of the recipients of an Academic Silver Award for school year 1993-94.

Karin Jaeger, daughter of Mike Jaeger, won \$200 in AT&T long distance gift certificates, one of 21 students so honored.

The other was a misidentification in one of the photos accompanying the article on the Bray factory. Pictured was Kevin Stark (not Kevin Schwery as the ID stated).

Apologies to all involved.

—The Editor

(Continued from previous page)

the recipients of four \$1,000 scholarships for the 1993-1994 school term.

The scholarship winners are David Young, a Benson High graduate who will attend either the University of Nebraska at Omaha (UNO) or Kansas State University; Alicia Costanzo, a North High graduate who will attend (UNO); Ernest Jones, a South High graduate who plans to attend the University of Nebraska at Lincoln (UNL); and Tamara James, a North High graduate who will attend Langston (Okla.) University.

The scholarship for James is the Kenyatta Bush Memorial Scholarship awarded by the Alliance.

All four scholars will be honored at the annual Alliance Scholarship Brunch June 19, 1993, at the Holiday Inn Central.

The guest speaker at the brunch will be Ethel Batten, department head of the equal opportunity/affirmative action/diversity and human performance systems organization at AT&T Bell Laboratories in Whippany, N.J. She also serves on

Texas A&M University's Executive Advisory Board.

Money for the scholarships is raised by the Alliance and matched by AT&T.



Marvin Molek

Employees retire during June

June's not just for brides. Some folks happen to think it's a good month in which to retire.

Besides Marvin Molek (pictured), recent Works retirees include:

Gerald Bogatz--13 years

Glenn Dorner--40 years

Ruby Gray--24 years

Cafeteria grand opening includes contest, prizes

First the Works main cafeteria got a new look, and now it has a name: The Courtyard Kafe.

PEDAL POWER...*Sandy Waite's name for the remodeled cafeteria won her this mountain bike from ARA. She said her daughter gets the bike as a graduation gift.*

Sandy Waite won a 12-speed mountain bike from ARA Services for suggesting the winning name. ARA sponsored the "Name the cafeteria" contest in conjunction with its week-long grand opening of the remodeled facility in May.

ARA awarded other prizes during grand opening week to the following employees: Rosemary Jans, \$50 in ARA vouchers; Bob Guyton, barbecue grill; Harley McGee, Imperial Palace dinner for two; Earl Miles, Butsy Le Doux's dinner for two; Darlene Bivens, one-year subscription to Bon Appetit.

(Note: The Courtyard Kafe is owned and operated by ARA with no connection to any other retail business.)

Pioneers announce new officers

Harvey Palmer is the new president of the Cornhusker Chapter of the Telephone Pioneers of America, serving a one-year term until June 1994.

Other new officers include Al Dusek, first vice-president; Norma Korff, second vice-president;

(Continued on next page)



Photo by Linda Ryan

NEWS IN BRIEF

(Continued from previous page)
Marilyn Kohlbeck, senior Life Member representative; Dick Winter, junior Life Member representative.

Jim Kelly is past president of the chapter. Bob Miller continues as administrator and Clara Hendricks is secretary.

June is a busy month for the Pioneers, with a Life Member luncheon June 17 at Peony Park and activity displays set up in the Works auditorium that day, and a chapter assembly at the Works June 18 with officer installation that evening.

In other Pioneer news, the Organ Donor Program continues to grow. Eleven more employees signed donor cards at the May signup.

That brings the total number of program participants to 157, a number expected to grow further at the June 18 signup in the Works auditorium.

Works contributes to MIE program

One extra youth from Beveridge Junior High attended a six-day Minorities in Engineering (MIE) summer camp on the campus of the University of Nebraska at Lincoln (UNL), thanks to the Omaha Works.

The Works paid the summer camp fee, which includes training and lodging costs, for a fourth student from the school. UNL's MIE program pays for a limited number of minority students, academically strong in math and science, to attend the camp--three of them from Beveridge.

In view of the involvement of Works employees with Beveridge minority students to promote an interest in engineering careers, the Works donated funds for a fourth student to attend.

The camp was held earlier in June and offered students the chance to work with robotics, for example, and to conduct experiments.

Beveridge is also the Omaha Works' "partner school" in the Omaha Public Schools' (OPS) Adopt-a-School Partnership program.

On June 2 the Works was one of 15 major companies and organizations in Omaha that were honored by OPS for their participation in the program since it began in 1983.

June anniversary milestones

The following employees are celebrating milestone anniversaries during June. The anniversary date is

listed first, with service years given after the name.

6/2 Barb Getzschman, 15
6/6 Sybil Scheinhartz, 10
6/6 Jeffrey Achenbach, 5
6/6 Arnel Citurs, 5
6/6 Charles Gibbs, 5
6/7 Theodore Kluska, 5
6/7 Barbara Cremeens, 20
6/10 A. Sipos, 25
6/10 George Schabloske Jr. 25
6/11 Joseph Williams, 25
6/11 Robert Carter, 30
6/12 Eberto Leal, 25
6/13 Howard Kemp, 15
6/15 Cheryl Cincetti, 5
6/15 Gus Checketts, 5
6/16 Gary Kahler, 35
6/17 Kenneth Leach, 25
6/17 Merle Nootz, 25
6/18 Gary Brummett, 25
6/18 Dean Davis, 35
6/19 Charles Coufal, 15
6/20 Doug Brake, 5
6/20 Timothy Miller, 5
6/20 Jimmie Miller, 20
6/20 John Hazuka, 5
6/25 Clarion Zoucha, 35
6/25 Sharon Carpenter, 30
6/27 Elliot Bains, 15
6/27 Jerry Gau, 35
6/28 Bryan Moffitt, 15
6/28 Gerald Kalina, 10
6/30 Randy Pegg, 10

On you mark, get set, sign up

for the

Omaha Corporate Cup Run

Sept. 26, 1993 - Omaha Civic Auditorium

Don't miss the signup between June 21 and July 23. Forms are available in the main cafeteria or from Judy Stroy, Ext. 3602.

This year, all AT&T participants (active employees, retirees, family members age 12 and older) **must pay a \$5 entry fee**. Payment must be attached to the signup form for each participant!

Remember the signup dates...

June 21 through July 23!

Be a VIP in J.A.

Volunteers are Very Important People in Junior Achievement. J.A. is making plans now for its Fall 1993 program. Volunteers are needed to work with junior high students in J.A.'s Project Business, and as sponsors in various J.A. enterprises. EW&C manager Gary Epp coordinates AT&T's participation. Won't you volunteer? No previous experience is required.

For more info contact:
Linda Enterline, x3714

The customer comes first

New V.P. sets priorities

By his own admission, the new Network Cable Systems copper apparatus and wire vice-president is a stickler when it comes to "customer satisfaction."

"In the '90s, customer satisfaction is going to be the differentiator," said John Heindel.

What makes customer satisfaction so important, he explained, is that in the '90s decade we can expect that "it will be much more difficult to differentiate ourselves on technology alone.

"We're going to need to differentiate ourselves by our service and relationship capabilities" to win customers and keep them satisfied.

Heindel's remarks were made in response to a question on what he considers to be the most pressing issues in our business. The question was asked during one of several meetings he held with employees in May.

Besides customer satisfaction, how we interact with one another also is a top priority item on his list.

Open to debate

"I hope I will demonstrate that I'm a very open person. I have no problem with contention—I welcome debate. But we have to remember not to take it personally," he said.

"We all have to be willing to listen and really hear what's being said, and also realize that we don't always get our way." Ultimately, when final decisions are made, they must be made responsibly and those making them held accountable for the outcome, he said.

Third on his priority list is the critical need to "meet or exceed our financial targets. At the end of the day, that's our goal," Heindel said.

Getting to that goal depends on how much attention we have paid to the first and second priorities.

"The only way (we can reach our goal) is if we satisfy our customers," he said, "and we can satisfy our customers only if we have people on the team who are excited about doing their jobs."

Earlier in the meeting, the new vice-president touched on his background: He comes from a family of 12; he's a graduate of Monmouth College with a bachelor of science degree in accounting and mathematics; he worked at Price Waterhouse as a certified public accountant for four years, before joining AT&T International in 1982 to work in accounting and finance organizations.

In Saudi Arabia

In 1985 he held assignments in Saudi Arabia, and four years later was selected as an AT&T Sloan Fellow at Stanford University. In August 1990, he became director of

Shipping or quality? 'We need both'

(John Heindel met with employees from all three shifts during May. The following questions and answers are from those meetings. They were compiled for the Headliner with the assistance of Sharon Reimers.)

Q. If our No. 1 goal is to meet our shipping date, aren't we saying we're more worried about shipping than quality?

A. It is difficult in business to pick a single metric. To meet our shipping date, are we going to do anything to get it done? If the product has a defect, will we send it to our customer to meet his shipping date?

If we ship everything on time but 20 percent has quality problems, we probably have upset the customer. The customer will start looking elsewhere.

Also, we've cost ourselves more money. The product shipped with defects will be returned for rework, then we

ship it again. In 1993, we have an objective to improve the shipping commitment.

We all have to manage trade-offs. Nothing is one dimensional. We need to balance the needs of our customers with the quality of our goods and the cost to meet the customer's request. Our goal should be to profitably ship the right quality product on time, every time.

Q. What are your thoughts about the RBOCs getting their bills through Congress and starting manufacturing?

A. Our direction is to continue to argue against these measures. We don't believe it would be good for the country. Bob Allen has invested a significant amount of his time in debating this issue.

On the flip side, as long as we continue to produce the best product at a competitive price, the RBOCs will buy from us.

Q. It seems our products are always the highest priced. Wouldn't it be better to reduce our prices and let the

MEET JOHN HEINDEL

strategic planning at AT&T Micro-electronics, the post he held prior to coming to the Omaha Works.

He told employees that his assignments as finance manager and as country manager with AT&T International in Riyadh, Saudi Arabia, were particularly interesting and memorable.

"It was a phenomenal experience! More Americans need to be exposed to how the majority of people in this world live. We're not as sensitive to other parts of the world as we should be," he remarked.

Heindel found the Saudis' very different culture to be challenging. For example, he found himself supporting an employee workforce representing 21 different nationalities, since so many workers in Saudi Arabia are from other countries.

Adjusting to the culture was "much more difficult for my wife, Susan," he added, given the legal/religious

restrictions placed on the country's female population.

But as challenging as he found his stay there, he also noted that the Middle East is an open market that Network Cable Systems cannot afford to overlook.

"There are no entrenched suppliers as there are in other parts of the world, so it's a market very available to us but still challenging and very competitive."

Perspective of Works

In reviewing the Omaha Works' performance record, he had praise for "the great job you did turning the business around in '92," results that continued in the first quarter of '93.

Though orders "are a little soft right now," efforts continue to grow our markets outside the U.S., and to keep "our embedded base with the RBOCs," he said.

Since he came to the Omaha

Works he's been "on the road with customers."

The customers are "pleased with our products, but they're not very fond of our prices." Pricing pressures will only continue, so we "must continue to reduce costs and increase productivity and find innovative ways to package our products...offer our customers special services, provide special value."

Overall, Heindel said he's looking forward to getting to know and work with everyone at the Works, promising to hold regular meetings with employees and to visit with them in their work areas.

The native of N.J., said he's equally eager to spend time with his family--which now includes 10-month-old "J.J."--in their new home, and settling into a Midwestern lifestyle. ■

customer become familiar with our quality?

A. We need to sell the customer on the value of what we're offering. Not just the value of the hardware

product, but the quality behind the product with Bell Labs capability. No one can match the breadth of AT&T's business competency. There's a lot of value in the solutions we can create for customers.

The challenge is to keep prices at an optimum profit level without jeopardizing sales. By lowering prices and taking volume we do not accomplish our goal.

We just are not a low-cost supplier. It's a fact of life. Our labor, overhead, research and development costs are all higher than our competitors'. But these higher costs should translate into added value for our customers. It is

our job to sell our customers on the value added.

Q. Why are we losing customers?

A. Customers today buy based on different factors. Some are focused totally on costs, others focus more on product quality and reliability. Given that we are not the low-cost supplier, we have to convince our customers of our value added or else lose them to low-cost suppliers.

Q. Many employees don't know or understand the changes going on. Management doesn't tell us what's happening.

A. I don't believe we can communicate enough. It's been said that if you want someone to hear what you are saying, you need to say it three times.

You are the people who produce product and produce the money. We have to help each other understand what we are doing and why we are doing it.

I plan to continue these sessions with you on a regular

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MEET JOHN HEINDEL

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basis so I can hear your issues and respond accordingly. I'd like to hear your specific views on improving our business processes.

Q. If we were our own supplier, we could get the product out the door faster. Why can't we go back to doing that?

A. If we have the capability to do something for less cost we should look at it. We need to look at any creative way to reduce our costs—to improve productivity and improve our position in the marketplace. And if vertically integrating backward in the process is the answer, we should be looking at that.

Q. Some of the supplies we get from molding have bad quality. If it would be less expensive to make product, why not go to outside suppliers? At least, in-plant suppliers should improve their quality.

A. If our feeder system needs improvement, why can't we improve our quality from within? This isn't just management's job. It's everyone's job to put the tools in place to improve quality.

Let's look internally first to improve quality. If we can't internally provide a quality product, then we need to look elsewhere.

We have a valuable asset in this building and we need to recover these costs. If we move many significant processes from under this roof, we're in trouble. We need to manage recovering these costs.

Q. What about Ireland?

A. No one country is going to allow us to make all product here, then ship it overseas. The volume coming

out of Ireland is nothing compared to the volume coming out of Omaha. But we need to position ourselves in countries like Ireland to grow our business.

(Gary Epp:) Let me say this about the capacity of the Ireland venture. Here, we can produce in five weeks what Ireland will do in a year.

Q. What are our chances in the European market?

A. The EW&C line in Ireland will help support product in Europe. Europe requires that 50 percent of a product must be manufactured locally. This is a rule for public purchases and I believe this will be deployed down to the private sector.

One hundred million dollars of our product is being sold in Europe this year. We are pursuing and getting new business in Europe for our Omaha products. We will continue this strategy. These countries want to build their infrastructure, and part of that involves learning how to manufacture.

Q. Is it a "done deal" that patch cords are going to Ireland? If not, can we still provide more input? People who work on the (patch cord) boards have ideas on improvements, but management won't listen. They always want to do one at a time.

A. (Graham Seiter:) No, it is not a "done deal." Recent studies that have been done, which include such things as transportation and duties, make the assembly of patch cords in Ireland somewhat less promising than had been originally thought. This is despite Ireland's close proximity to Europe for shipping purposes.

At this time, we are not planning to assemble patch cords in Ireland. However, we must continue to work diligently to reduce our costs so this subject won't come up again.

A meeting is planned with employees in patch cord assembly to review their ideas for improvements.

Q. How does the layoff at Merrimack Valley affect us, since we use product from there? How can it be one of the most quality conscious plants in the system and lay off 1,000 people? There's also been concern that Omaha may suffer a layoff like Merrimack. Or, will we be taking any of the people laid off? What are your thoughts?

A. First, I'm not aware of any pending layoffs in Omaha.

As for the impact on our production, I know that Jack McKinnon is committed to quality and customer service, and that Merrimack will have the resources to provide us the product we need. The layoff was sure to damage morale at Merrimack, and this could damage quality. We must be sensitive to the situation, but I expect that Merrimack will continue to meet our requirements.

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MEET JOHN HEINDEL

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(Gene Saab:) If we were hiring, we would go to the ATS system. If jobs were available, we would take these people before we go to the street. We are not hiring, so we cannot use the ATS system and these people will not be coming here.

(John Heindel:) The news about Merrimack was personally disappointing to me. Two hundred salary graded and 800 production employees have been given the options of layoff or early retirement.

Merrimack, which won the Malcolm Baldrige Award, continues to be the cornerstone of AT&T Transmission Systems business. However, a good share of that business until now has been upgrading the long distance network. That upgrade has been completed, and Merrimack has been unable to find additional business to take its place.

Q. Why can't disabled employees get upgrades?

A. Now I know why none of my support team came along today. Can anyone help with the answer?

(Doug Thoms:) The upgrades depend on the job and the person's disability or restriction. We look at each case individually to see what can be done to place that person, depending on his or her current work restriction.

(John Heindel:) There is no reason in this business that a person qualified to do a job should not have the opportunity. That's my belief system. I've been fortunate to have been treated that way in my career, and I'm determined to see everyone treated in this same manner.

Q. Is it true that Belden has sold out its 1993 supply of non-plenum (1061) cable?

A. I don't know that as a fact, but it wouldn't surprise me. Essentially, what we're seeing is the effects of selling Systemax® premises distribution products. Systemax is an intelligent building wiring concept that includes wire and apparatus, which we are selling as a packaged solution to our customers.

It's selling quite well in European and Asian markets. It has enabled us to bet a price premium over our competitors who, like Belden, are selling only components.

Now companies are competing with us on price, undercutting us and selling the pure wire. This price pressure will continue.

What we need to do is ensure the right levels of profitability and make sure that we don't destroy the market price by competing with these companies on a pure price level only.

(Gary Epp:) The rumor on the street is that Belden has sold out its capacity for the rest of the year. Belden has taken a very conservative approach to adding capacity, so it is not as dismal as it sounds.

Q. What do you mean when you say that you aren't going to oversell?

A. In the whole process we need to understand what the market requirements are, and how much product we need to produce to be profitable. We need to tie all that together. A good example is the M100 jack.

We went to our marketing/sales channels and asked, how many can we sell in the marketplace? Eventually, everyone agreed that if we put in capacity, we could manufacture and sell 8,000 a day. We introduce this product and find demand at 40,000 to 50,000 a day.

If you are going to have a problem, this is the right kind of problem to have. But now we have to control the introduction of the product. If we can manufacture just 7,000 to 8,000 a day, we need to manage our sales channels to sell just 7,000 to 8,000 a day. If they are out there selling 40,000 a day, we are all in trouble. We can't give the customer what we are committed to give.

We must link ourselves together to understand market needs. When market needs change, we must tie the loop quickly to meet those commitments that we have made in the marketplace.

Our business skills have to mature to the point where we form a partnership with our customers.



Q. How locked in are we with customers? In the cable shop we can have orders for six months; two months later we're out of work. What security do we have?

A. It's very difficult to lock in customers, unless we can prove to the customer that there is value in being locked in. If we want a customer to give us monthly orders and lock in a commitment for a year, there has to be something in it for the customer.

Our business skills have to mature to the point where we are creative enough to link us with our customer--to where there is a partnership.

Q. What do you think about US West getting into the cable TV business? Will it affect our plant?

A. I'm very excited about it. There is no doubt that the

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MEET JOHN HEINDEL

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cable TV industry and the phone industry will no longer be two separate businesses. Both can offer the same type of services to the whole world.

Will they be going after business as a team or as competitors? I'm convinced that there will be a merger between the telephone industry and the cable TV industry maybe within five to 10 years.

It will accelerate the pace of change. The technology is there today. There is no doubt that you can get video to the home on demand, that you can run video over copper and over unshielded twisted pair. The solution needs to be placed in the marketplace at prices we, the consumer, are willing to pay.

I think this will bring more business to AT&T. They are going to need connectors, switches, copper, apparatus and fiber. It's the beginning of some very exciting times and the opening of additional opportunities for AT&T, Network Cable Systems and the Omaha Works.

Q. What does (President) Clinton mean to our overseas sales?

A. I've heard Bob Allen going at it directly with President Clinton and Vice-President Gore on this. I'm very concerned if we begin to close our markets that we will harm ourselves. There is no doubt from the AT&T perspective that we need to grow our business outside of the U.S. This is a significant long-term growth area for us.

My hope is that many of Clinton's words are smoke and negotiating words. We have to keep the pressure on other countries. Germany's and France's markets are still closed, and Japan is closed in "creative" ways. They do business differently than we do.

So, we still need government pressure to open those markets. I don't think the answer is to close our markets.

We all need to be better disciplined at running meetings.

Q. How can we get away from team meetings? There are so many of these meetings and nothing is accomplished. I think they are totally worthless.

A. First of all, I do believe in the team concept. We all are empowered by one company, we're all paid by one company, we're all part of one company.

We all need to be better disciplined at running meetings. I think this may be where the problem lies. We

should have a set of objectives. People should have information before the meeting. They need to know what issues will be discussed, what decisions need to be made and have the right kind of data up front.

To really talk issues, you need a limited number of people. If you have 20 people in a room, the chances of working through a specific issue to solution is slim.

In my meetings, I will push for discipline and focus. Hopefully, it will result in our working smarter on the right things.

Q. To what extent has AT&T committed to jobs in Mexico?

A. Consumer products and switching have some operations there, and we're getting good value out of Mexico, but I don't have the details.

It's no different than any of the other countries we deal with off-shore. Countries are not willing to let us manufacture all of the product here and then send it overseas. We need to help these countries with local value added, thereby profitably growing our business.

Q. What is the status of the Goddard closing?

A. We are moving part of the distribution to Omaha. The business case shows that this is clearly more cost effective. It is going to save us time in delivering product to our customers. We have approval to move forward with this project.

Q. What is the latest news on our capital budget?

A. We have a capital budget for 1993 to spend \$15.4 million in Omaha. Earlier in May I sat down with the team and we decided that we need to spend \$19 million. We are in the process of working through that with my boss Jack Bucter, president of Network Cable Systems. My view is that we will get approval to overrun our budget to spend the \$19 million.

That is a significant amount of money going into new product and the rearrangement of the factory. Our business cases tell us we need to be more cost effective and more productive. But what we have asked for we have gotten. (Note: On June 7, Jack Bucter approved the \$19 million spending line.)

Q. What expectations do you have for Omaha by having Jay Carter in the Far East?

A. We have had a difficult time getting the focus from our sales channels, given the fact that they also sell other Network Systems Group products.

Jay is a big believer in our capability. I have seen numerous messages for Jay asking his people to focus on our products and focus on our needs. I'm very positive about his being in that assignment. ■

CLASSIFIED ADS

Classified ad deadline for the next monthly issue (July 14) is at 7 a.m. Tuesday, June 29, 1993. Submit Headliner ads in the Employee Activities Mall.

LOST

LADIES GOLD WATCH: oval face surrounded by jewels, reward \$20. x-3841.

FOR RENT

TWO-BEDROOM APARTMENT: 1113 So. 30th Ave., near Hanscom Park, very nice, with carpet, A/C, off-street parking, all utilities paid except heat, \$325/mo. Call 333-1293 days or 1/234-7865 evenings, if no answer please leave message, I will return your call.

FOR SALE

REAL ESTATE

HOUSE: 2 years old, 3 bedroom, 2 bath, split entry, double garage, finished basement, large fenced lot, lower \$70's. 1-234-2074 Louisville, NE.

NICE FAMILY HOME: 3 bedrooms, den, 1 1/2 bath, 2 car garage, lots of updating near Spring Lake Park School. 733-4463.

RECREATIONAL

1978 CONDOR JET BOAT TRAILER: black with red and yellow custom paint, fresh 454 Chevy engine, basset wet exhaust over transom, dominator pump. 1-267-5207 Weeping Water, Ne.

LAWN AND GARDEN

HUFFY RIDING MOWER: electric start, 8 hp 4 cycle, 4-speed, new battery tune-up, Briggs & Stratton engine. 455-2875.

LAWN MOWER: Murray 22", 3.5 hp self-propelled, side discharge with bag, two years old, \$100 or best offer. 291-2459.

ECHO GAS TRIMMER: WEED EATER GAS TRIMMER: 339-4740.

APPLIANCES

CHEST FREEZER: approx. 12 cubic ft, name brand is General, just like new, only used for one year, \$175. 333-5199.

ELECTRIC RANGE: Hotpoint 30", good working condition. 697-1911 after 4 p.m.

CHEST FREEZER: Penncrest, 18 cubic in., good working condition. 697-1911 after 4 p.m.

HOME FURNISHINGS

ANTIQUe BUFFET: 2 drawers in middle, two doors on sides. 496-3402.

EASY CHAIR: tan print, excellent, \$30. 895-5222.

MISCELLANEOUS

CARPET: 39 yds, gold sculptured, \$60. 334-2393.

SCHWIN AIR DYNE EXERCISE BIKE: PRECOR STAIR STEPPER: PRECOR ROWING MACHINE: PIONEER REEL TO REEL: plays 10 1/2" & 7", many extra tapes. 339-4740.

BEAUTIFUL TIE WALLS: quality work, free estimates. 342-7632 or 345-8204.

JENNY LYNN CRIB & MATTRESS: dark wood, \$150, PORTABLE CRIB: \$35. 332-3053.

VEHICLES

1981 CITATION: 4 door, navy blue, stick, runs good, tires good, needs power steering work, asking \$400 or best offer. 496-3402.

1969 PONTIAC FIREBIRD: not a show car, but close, \$3800. 334-7127.

1987 BUICK GRAND NATIONAL: all black-tinted windows, non-smoker, one owner, full power, many upgrades, V-6 Turbo, excellent condition, 18,700 miles, ideal graduation present, \$15,000 or best offer. 330-5075 between 8 a.m. and 2 p.m. 330-5075.

1980 DODGE OMNI: 4-door, \$500. 571-6736.

1986 OLDSMOBILE CUTLASS SUPREME: 2-door, good condition, \$3000. 1-234-2565 Louisville, NE.

1978 MERCURY BOBCAT: 33,000 original miles, 2 brand new tires on rear, new muffler, good condition. 1-727-5915.

1990 FORD F150 XLT: Lariat pkg, 2-wd, 4.9L, 5-speed, air, tilt, cruise, black, 19,000 miles, \$9600 or best offer.

1979 TANDEM AXLE NU-WAY 18' TRAVEL TRAILER: with bath, stove, fridge, heat & air, sleeps 6, equalizer hitch and 1979 CHEVY SUBURBAN: \$5000 for the set. 1-721-0062 Fremont, NE.

1981 CADILLAC COUP DE VILLE: 2 door hardtop, low miles, stored in winter season, \$6500. 339-7259.

1989 CHRYSLER LE BARON CONVERTIBLE: auto, 4 cylinder turbo, white, air, tilt, power seat, windows, and door locks, 54,000 miles, new tires, \$8,950. 733-8912 evenings.

FORD N8 TRACTOR: with overdrive, very good condition, \$4500. 339-7259.

PARTS AND ACCESSORIES

NEW WATER PUMP: for 350 hp motor. 895-4971.

TOW BAR: 1 7/8". 895-4971.

TRAILER: John Deer two-wheel rear-towing, excellent condition, collectors item, \$500 or best offer. 339-7259.

Going swimming? Heed the rules

(If your name appears somewhere in this article, call Ext. 3583 or Ext. 3415 to claim a \$40 gift certificate to one of six popular local restaurants. The names of two employees are featured.)

On a scorching summer day, nothing is quite as refreshing as jumping into the nearest body of water. However, the National Safety Council reminds us that water can be a killer. Drownings claim about 4,600 lives each year and are the fourth leading cause of accidental death in the United States.

Most drownings occur in natural water environments (lakes, rivers and oceans) and swimming pools. Most swimming pool accidents happen in privately owned facilities found in homes, apartments, hotels and resorts.

Unintentional entry into water accounts for more than half of all drownings and includes trips and falls from docks, boats, bridges and pool perimeters. These accidents often are the result of horseplay, roughhousing, the use of alcohol and/or drugs, or a child's curiosity.

Swimming accidents cause hundreds of spinal injuries each year, many of which result in permanent paralysis for the victim. These injuries are caused by diving head first or too deep into shallow water, diving into objects or other swimmers, diving from high places, and diving Michael Miller into water of unknown depth. Most serious injuries, about 95 percent, result from dives into water less than five feet

deep.

The majority of water-related accidents are preventable. The National Safety Council offers these swimming and diving precautions to help you have a safer summer:

- Seek swimming instruction from a qualified instructor for you and your children. Many water-related accidents occur when people are mistakenly confident about their swimming ability. Take the time to develop complete swimming and diving skills.

- Never swim alone. When possible, confine your water activity to areas supervised by lifeguards.

- Children must be supervised constantly by a responsible adult whenever they are in or around water.

- Obey posted safety rules.

- Know and do not try to exceed your swimming limitations.

- Avoid swiftly moving water. If caught in a current, swim in the same direction as the current and angle toward the shore until you reach safety.

- Stay out of the water during thunderstorms and other extreme

weather conditions. If lightning starts, get out of the water and seek shelter away from metal objects, large trees and open areas.

- Know your ability to rescue a swimmer. Only experienced, properly trained swimmers should attempt to rescue someone in trouble.

- Learn and practice basic lifesaving techniques, including first aid and cardiopulmonary resuscitation. Know how to throw a line or ring buoy to a swimmer in trouble.

- If you are a poor swimmer, do not rely on inner tubes or other inflatable objects for protection. The only reliable device is a life vest or life jacket (personal flotation device) approved by the U.S. Coast Guard. Richard Wheeler life vests should be worn at all times when boating.

- Always check water depth before diving. Enter feet first if you are not sure of the depth. *Never* dive into an above-ground pool.

- When diving, always enter the water with your arms extended firmly overhead and keep your hands together to protect your head.

- Avoid the use of alcohol or other drugs when you are around water. ■

Symply
A M A Z I N G
 The Omaha Symphony '93-'94 season ticket sale has been extended until July 21. Call:
 Rae Cacioppo Ext. 3652
 Norma Korff Ext. 3801

This fall head south to
BRANSON, MO.



Join the WEOMA Club and Cornhusker Pioneers on October 28 - 31 (Thurs. - Sun.) for 4 days of fun in the Midwest's rival to Nashville. Price includes lodging, most meals, 6 big shows (Wayne Newton, Shoji Tabuci & more!) and chartered bus roundtrip.

\$365 per person, double Get signup forms in Employee Activities Mall, or
 \$355 per person, triple call Pam Raabe, Ext. 3154
 \$465 per person, single

\$50 per person non-refundable deposit required
Act now! Deadline is July 18!