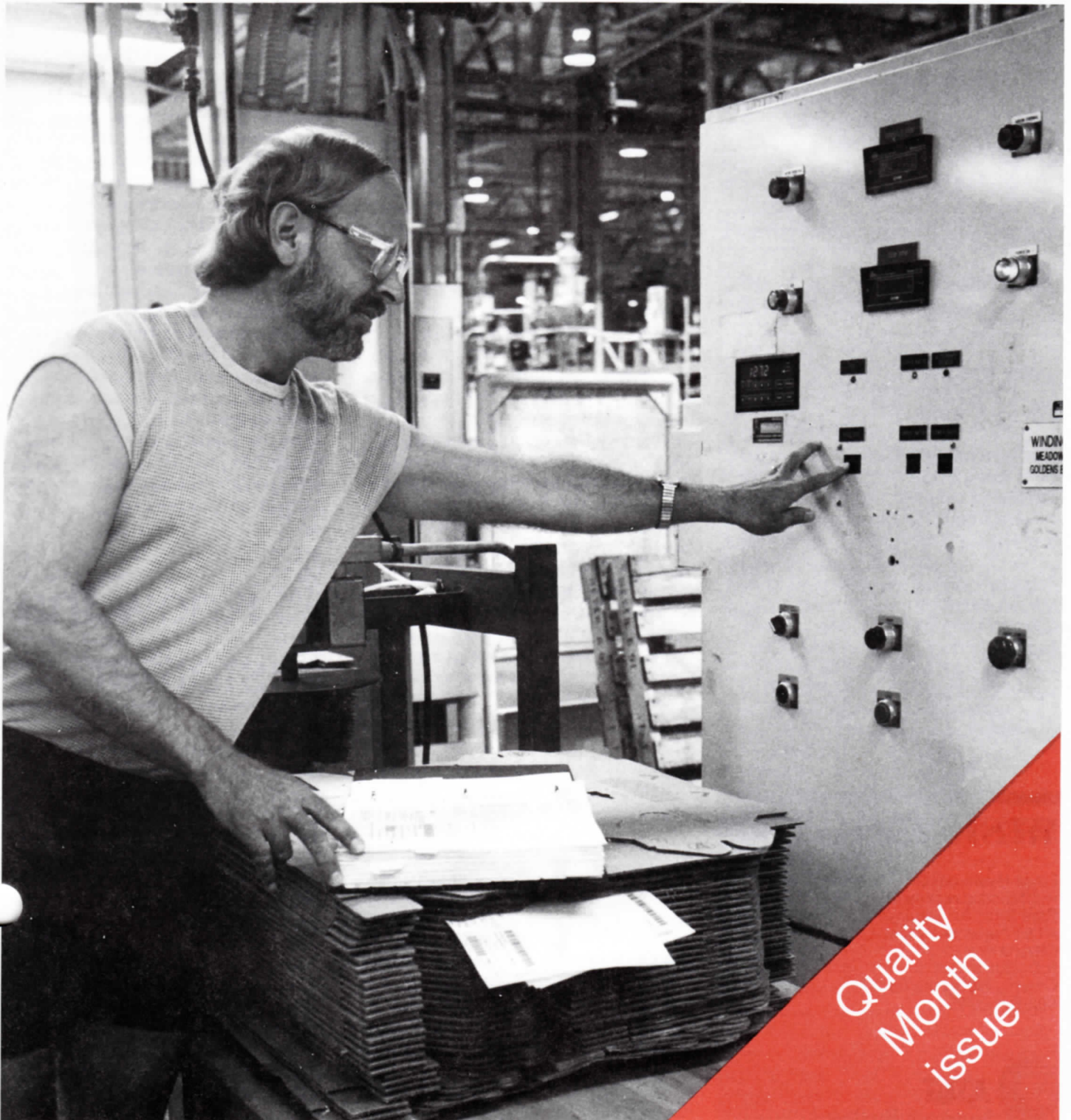


# WESTERNER

Omaha Works  
Third Quarter, 1991



Quality  
Month  
issue



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3rd Quarter

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## On the cover

Before running a REELEX machine in IBU 553, Vince Seaman adjusts the machine setting to match the layout for the product code. It's a simple step but vital if the wire is to be coiled properly for packaging. Seaman and his co-workers exercised a lesson in employee involvement when a step like this was missed in production (see related article on Page 4). The lesson is one of seven that should be mastered to achieve world-class quality. The seven lessons begin on this page.

## WESTERNER

Linda Ryan, editor  
Published quarterly by the Omaha Works Print Shop for employees and retirees of AT&T Network Systems  
Omaha Works  
P.O. Box 37000  
Omaha, Nebraska 68137  
402-691-3795



# FIRST CLASS, WORLD CLASS

## The bigger-picture outlook

**U**nless you're a modern-day Rip Van Winkle, you must know that globalization of the business is not just a fact of life anymore. It is a fact of survival.

Sure, you say, AT&T has always been an international company. Yes, but in the last several years, our business horizons have expanded at an almost astonishing rate—and with it, so has our competition.

The companies that succeed at expanding their businesses at home and globally are those that adopt a broad view of a world reshaped and redefined by a new awareness of quality on the part of producers and consumers. A bigger-picture outlook.

Quality can open doors for us around the globe as long as our products and services can stand up against the best anywhere. We must strive for and maintain world-class quality products and services at competitive prices.

So, with October being National Quality Month, this issue of the Westerner focuses on the things we are doing at the Omaha Works to ensure world-class status for AT&T. Taking a

cue from the American Society for Quality Control, we've outlined seven lessons in world-class quality that we must master.

The articles in the seven lesson categories point to the quality improvements we are making in our daily jobs. They repeatedly show that a team approach is the basis for our successes, be it Quality of Work Life (QWL), certification or Just in Time (JIT) activity, for example.

In fact, said Graham Seiter, manager of Omaha Works quality, regardless of whether or not we identify directly with a certification team or what have you, "we're all members of a 'Quality Improvement Team.'"

In the bigger-picture outlook, "everything we do is intertwined with quality improvements in our pursuit of excellence."

## 1 Know the customer

**"O**ur company wanted to return to (a competitor)," wrote one of our customers, C&P Telephone installer Keith Beam. "There was an uprising among the splicers, so the company backed down."

Comments like that make the day for employees who manufacture 710 connectors in IBU 597. They get such information by way of "customer feedback forms" which employees pack with the product when it is shipped.

The feedback forms, a Quality of Work Life (QWL) idea developed originally by the 80-type cabinet employees' QWL circle, encourage



the people who install our products to tell us what they think of them.

The program supplements the other things we do to get to know our customers, like hosting customer visits to our Product Display Center or meeting with customers on their operating turf to learn their needs. It's also a key means of direct communication between shop production employees and the end user.

Today, customer feedback cards are packed with a variety of products besides 80-type cabinets and 710 connectors, including 40- and 51-type cabinets; central office connectors; 700 connectors and 110 connector systems; and 9- and N-type cable terminals. Employees in several other product areas are looking into the use of the cards, as well.

Virginia Barker, who coordinates feedback data for the 710 Connector Pride circle, said responses since the program began nearly five years ago are easily "in the hundreds," including comments from as far away as Saudi Arabia.

"Overall, the responses have been positive," she said. About 75 percent of the respondents have rated 710 quality as "excellent," and another 22 percent have rated it "good."

Still, customers who complete and return the cards seem to welcome the opportunity to offer ideas on improvements and, of course, to mention problems.

"They've given us some useful ideas," Barker said. For example, one customer wrote that stamping on boxes was illegible, "so we worked with the packing engineer to improve it."

Another customer, while still rating the product "excellent," mentioned that there was "so



*THE RIGHT AMOUNT...Production employee Mona Johnson operates the "fill and bag" machine used to fill 710 connectors with waterproofing encapsulant prior to automatic bagging. As she loads connectors onto the machine, she watches for missing terminals, too.*

much jelly" (waterproofing encapsulant used in 710 modules) that it would "squeeze out and get all over the whole splice." The 710 shop cut back on the amount of fill and still met volume tolerances.

When customer feedback cards first came into use at the Works, responses went directly to the sponsoring QWL circles which kept records and shared the information with supervisors and engineers. As bookkeeping grew unwieldy, Graham Seiter's quality organization became interested in the program as a tracking system and offered assistance.

Now all cards go first to customer quality specialist Paul Hartung. He gives copies to the associated IBU manufacturing managers, product and quality engineers, sending the original card to the sponsoring QWL circle.

Hartung sends a thank-you

letter to the customer who returned the card and, as required, tells him or her about any investigation into a problem that was mentioned. Later, he sends another letter telling the customer about improvements that were made or corrective action taken.

"We want them to know they're dealing with real live people here," Barker noted, who are eager to "make our products beneficial to the customer."

As for the C&P installer who wrote that splicers fought to stay with AT&T 710 connectors, IBU 597 employees sent him a very personalized thank-you letter. It was signed by nearly every one of the 60+ employees from all three shifts.



**W**hat do you do when the snarl-free wire you've shipped to the customer turns out not to be so snarl-free?

If you're part of IBU 553 where employees make various kinds of wire used in computer installations, you get everyone involved—and fast, before you lose the customer for good.

The IBU's employees experienced a real test of employee involvement not long ago when they received a couple of complaints from customers that involved 1061 wire. The customers—both coincidentally colleges in Iowa—complained that the wire jammed and could not be pulled out of its WE TOTE® wire snarl-free packaging.

Fortunately, because the IBU is familiar with process certification procedures (it was certified in May this year), "a system was in place to solve the problem much faster," said trucker Ron Schmidt, team certification leader.

### Gather input

Initially, the certification team investigated the problem, gathering input from product engineer Joe Borkowski and packaging

## 2 Get everyone involved

engineer Ben Bass. Team members took samples from several different machines ("REELEX" machines) that specially coil the wire for packaging.

To their dismay, they found a high incidence of snarling that affected not only 1061 wire, but a couple of other product codes as well.

"We felt the whole operation was in trouble," Schmidt said, so they wasted no time holding meetings with the IBU's 60 employees on three shifts.

It was important enough to bring the problem to the atten-

tion of all employees even though it seemed to stem from the IBU's REELEX machine area, said Pam Moreno. Moreno, who like Schmidt is a trucker and member of the certification team, explained that "we're all cross-trained, so we must know how to run the machines—even the truckers."

Continued investigation showed that settings on the REELEX machines did not coincide with the layouts.

"Every time a product code changes, the machine setting must be changed according to the layout," said machine operator and certification team member Vince Seaman.

The finding was reviewed with employees on all shifts, reminding them to heed this important step. Product engineer Borkowski also asked the manufacturer of the machines, Windings, Inc., to send someone to "fine-tune" the machines, making sure that factory-calibrated settings were exact.

A Windings rep discovered that a factory setting had been changed. The change, said packaging engineer Bass, was causing "improper convolutions of wire"



*SEE THE QUALITY... Pam Moreno grips properly coiled wire and it keeps its shape. When Ron Schmidt grabs hold of an unacceptable wire coil, it pulls apart, a sign that it will tangle when used by an installer.*



which became tangled in usage.

Windings reps met with first- and second-shift employees to explain why the REELEX machines are set as they are.

"They showed us how there's a certain way the coils should look" when they come off of the machine, noted Moreno, something an operator can monitor in process checking.

### Soft vs. firm

Improperly set, a coil will be "soft" on the outside, allowing the wire to fall to the inside and tangle, said Seaman. A proper setting produces a coil that's firm, easier to pack and fits in its cardboard package to prevent shifting during shipping.

"This is something we didn't know," Schmidt said. A schedule is being worked out so a Windings rep may come to the Works regularly to check machine calibrations and meet with employees and Works machinists as needed.

The two customers who complained about tangled wire each received replacement products, Bass noted. They also have been notified by letter about corrective actions we have taken.

"We want to make our product the very best we can," Schmidt said, and when there is a problem, "this (employee involvement) is the way to solve it."

Although the degree in which an employee becomes involved on the job varies by individual, Moreno said she sees signs that such involvement is growing in the IBU.

"Just walk on the floor and now you see our people grabbing an engineer to ask questions. We never did that before," she explained.

Engineer Borkowski agrees: "It's rare that there's not two or three questions on layouts and other things they want to ask me."

Borkowski said he makes it a point to ask the IBU's production employees for their input because "they're the ones who run the shop. I may not be able to give them everything they want, but I'm not an outsider to them. I'm one of them—I think we're really and truly a team."

## 3 Constantly re-evaluate to keep on track

**A**udits. Documentation. Ratings.

Given these on TV's Jeopardy game show, the appropriate response would be, "Things you use to keep on track to become a world-class company."

However, it's not enough to recognize these as tools of quality improvement for the '90s, according to quality engineering manager Chuck Meyers, unless we use them constantly to re-evaluate our progress.

We do that at the Works in a number of ways, said Meyers, among them internal and external certification efforts.

Internally, approximately 80 percent of 53 defined production areas are now process certified. They comply with internal quality system criteria that is based on ISO 9000, an internationally recognized quality systems standard. All areas should be certified by the end of 1991.

Meanwhile, vendor certification is on track with 14 vendors having been certified at mid-August, six of those earning recertifications. Vendor quality coordinator Joe Muzic said he expects that a total of 20 vendors will be certified by year's end.

Another means of re-evaluation is the "customer report card" system introduced at the Works about a year ago. The local Quality Assurance (Q.A.) organization adapted a simplified grading system devised by Pacific Bell to rate its suppliers' goods and services.

Q.A. conducts a daily product audit, evaluating product conformance to customer requirements. Bellcore (the Bell operating companies' on-site quality inspection team) verifies the validity of the audit.

At the end of each rating period, roughly once a month, Q.A. assigns a letter grade from A through F to each product class, said Q.A. manager Paul Baumann. The grades are posted

in shop IBUs monthly, but IBU managers get weekly progress reports.

According to Pacific Bell criteria, a C means a product class is "meeting standard" quality; B stands for "good performance;" A, "excellent performance."

The report card system is a highly graphic means of alerting the shop about existing or developing troubles, noted Baumann, because "just one defect can change an 'A' to a 'C.'"

### Ways to re-evaluate

Meyers listed still other re-evaluation efforts:

- Participation in various quality improvement competitions. Once again the Omaha Works joined the Atlanta and Phoenix Works locations to prepare an entry for the AT&T Chairman's Quality Award competition. The results will be announced in October.

The benefit of engaging in competition like this, the Bonnie Small or Malcolm Baldrige Awards competitions is that we have on record an organized assessment of our quality systems, whether we win an award or not.

"We get invaluable feedback" from the examiners in the competition, Meyers said.

- Followup on Bellcore's quality program analysis (QPA) of Works operations in June. A "quality improvement story team" is focusing on the "inadequate" rating we received for periodic product qualification. The team especially seeks to improve timeliness of corrective actions in the event of product requalification test failures.

- Visibility charts. Meyers said that new chart displays in the main cafeteria and in Buildings 30 and 50 will call our attention to our monthly progress in each of the nine Network Cable Systems "business directions."





*PARTNERSHIP...It takes two employees—here Mo Grigsby and Leo Hike—to test first-stage wiring on a 189 building entrance protector, but it takes sound work relationships all around to produce quality products on time.*

## 4 Master the art of relationships

There's a lot riding on the work relationships established by employees in IBU 596.

Production changes are so frequent and swift to satisfy demands for building entrance protectors that employees must know how to get along with each other, their suppliers and customers.

Two production employees in the IBU, Mo Grigsby and Leo Hike, think their group has a good start on mastering the art of relationships.

Both credit the application of "Just in Time" (JIT) manufacturing principles within their IBU for establishing a climate in which relationships may grow and, as Hike said, for preparing employees "to accept change on a moment's notice."

On the day shift, cultivating sound work relationships starts

first thing with a daily 10- to 15-minute meeting that includes all of the IBU's production workers, supervisor Jim Kelly and engineers Tony David and Curtis Curry. Frequently, planner Donna Erickson and master scheduler Rita Gourley join the group.

The purpose of the meetings is to review production plans and design changes and to ask questions or discuss problems as they arise.

The IBU's production employees are cross-trained to perform each other's jobs as the situation warrants, so workers tend to have "a sense of caring" about the operation as a whole, noted Grigsby.

A good employee-to-employee relationship is essential in a JIT shop, Hike mentioned, because its "lean" operation tends to

accentuate even minor flaws in planning and communication.

Employees are careful to keep one another informed about days they will be on vacation, and a "buddy system" matches employees with IBU newcomers to acquaint them with operations.

However, "We still need to work on better communication between first and second shift," Grigsby mentioned.

Communication with vendors has improved, meanwhile. Production employees now have more direct contact with IBU suppliers such as Aljon, a Works-certified vendor.

"Aljon comes out to meet with us and takes the time to listen to us," Grigsby said. "We can show them how a part may be bad" and know that Aljon will rectify the problem.

A good relationship with a vendor is important particularly when an IBU is faced with numerous "pull-ups" or rush orders, explained Hike. A vendor must understand the need for quality parts and prompt service to deliver what's expected of them.

Solid work and vendor relationships make it easier to build strong relationships with customers, said Grigsby and Hike. How well an IBU responds to changed orders can influence a customer's decision to stay with AT&T or go elsewhere.

AT&T account executives have told IBU employees (another example of work relationships) that customers do, indeed, appreciate the IBU's prompt response to changes. The IBU plans to include customer response cards with product shipments to expand and encourage customer feedback.

"We still have a long way to go," Grigsby said. "We've got the tools to establish good relationships, but we've got to use them. It takes work...it takes management support...and we all have to be willing to do our part."



## 5 Concentrate on those things you do best

In the family of shops that are housed under the Omaha Works roof, there is one that doesn't quite look like the others. What makes it so different is what allows its employees to concentrate on the things they do best.

The shop is equipped to handle everything from small-quantity orders (using fiber, plastic, wood, metal) to prototype manufacturing, from start to finish, said supervisor Dean Janovec. It has its own engineering, materials management, customer service, production personnel and computer hardware and software for self-contained operation.

Its contribution to the company—and the reason why “doing their best” is so important—can be seen when “we get a blueprint for a part that's never been made before,” said production technician Dwayne Hanel. “We're asked to write a computer program for it—punch out a blank for it,” then shape it into its final form.

That part could be the model for thousands of parts to follow, perhaps made in large quantities by one of our other Omaha Works shops. It had better be right.

“We're the first line to turn an engineering concept into reality,” said Janovec.

It's the custom fab crew's job to “get the kinks out” of the plan, to make sure the product can be assembled according to the blueprint—all the while keeping Bell Labs and Works product engineers informed of changes.

Better than half of the custom fab shop's work orders are for prototypes. In the first eight months of the year, the shop handled some \$250,000 in prototype manufacturing, Janovec said. Prototype products have included numerous cabinets and DSX prototype parts.

Generally, one employee is responsible for a prototype order (or any other shop order) from beginning to end. The majority of custom fab employees are trade

school graduates trained in tool and die design technology or similar.

There frequently is opportunity to “be creative,” said production technician Kurt Lamb, who recalled receiving an order for a fiber-to-home pedestal prototype on a dinner napkin.

The engineer's hurried sketch with one key dimension was turned over to the custom fab shop for prompt action in an effort to meet a customer's urgent needs. Lamb made the original prototype which was shipped to a housing development in Kansas, where Bell Labs tested it as it was installed.

The shop has since made more prototypes of newer pedestal versions, enough so it required a team of employees to work on orders. “We're six to 12 months ahead of the competition,” Lamb noted.

Besides prototypes, the shop does “prove-in production.” Before a production run, it tests programmed tapes and manufacturing layouts for production shops to eliminate start-up problems and reduce shop “down” time.

The shop also makes low-demand piece parts—referring to nearly 60,000 drawings on file—and has built products that are no longer available on the market, per customer request. One such request came from the Denver Works for a project in Saudi Arabia, and another was a cabinet for NYNEX.

Given the unique nature of the products and services that come out of the custom fab shop, Janovec, Hanel and Lamb all agree: They would put themselves and a whole lot of other people at risk if, indeed, they didn't concentrate on doing their best.



AT THE CONTROLS... Operating the Mori Seiki CNC (computer numerical controlled) milling machine is only one part of the job for Dwayne Hanel in the custom fabrication shop.



# 6 Demonstrate leadership by doing something extra

**"T**he only computer I ever knew how to use was the Instant Cash machine," quipped Jo Knott, a production employee in IBU 593.

That was before she got hooked on computer courses and other classes offered through the Enhanced Training Opportunities Program (ETOP) here. With the classes she's taken (eight so far), Knott adds to the approximately 2500 total figure of courses in which employees have enrolled and completed since ETOP began in 1988.

In response to the growing interest in the program, ETOP offerings have been expanded. Besides numerous computer courses taught in the ETOP classroom, courses ranging from shop math, accounting principles, materials management and construction technology are offered at local high school and community college campuses.

In September, three new courses were started on real estate, income tax and on basic skills to improve math, English, reading and such, said John Schwenck of the Employee Resource Center.

The success of ETOP is a sign that employees are eager to devote after-work hours to courses for self-improvement and personal enjoyment, he said. But by doing "something extra" like this, it's also a mark of leadership.

## Better equipped

"Computer knowledge is required for more and more job functions," said Knott, who operates a robotic assembly machine used to make 3- and 4-type protectors. Knott thinks she is now better equipped to perform her job confidently and expertly.

Her co-worker Lou Arterberry, who has at least a half dozen ETOP classes to his credit, commented that classes "help us keep the cobwebs out of our minds. The more you know about

the equipment you use (on the job), the better."

Arterberry thinks that ETOP classes "help you in your approach to problem solving, so that you can put a little more into your job." With improved thinking skills, it's much easier to contribute workable solutions to production problems.

Both Knott and Arterberry said they take ETOP courses not just to help them in their present jobs, but to position themselves for jobs of the future.

Knott sees ETOP as "job security" training. So does Arterberry, who finds that the courses also help him manage his computer-based recording studio in off-work hours. He even might go back to the University of Nebraska at Omaha for a degree.

## Professional groups

While Knott and Arterberry concentrate on studies as their way of "doing something extra," other Works employees like Mike Curley and Renee Garcia demonstrate leadership qualities through involvement in professional organizations.

Curley, a planning engineer in Dept. 744, is a 10-year member and newly elected treasurer of the local chapter of the Institute of Industrial Engineers (IIE).

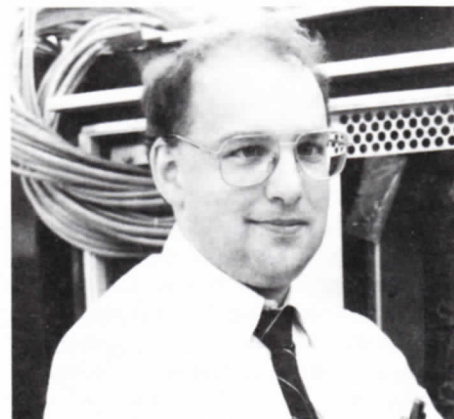
IIE strives to enhance and broaden the professionalism of its members, whose jobs as industrial engineers involve managing work flow, assembly procedures, floor layouts and documentation that ensure the manufacture of quality products on time.

When he attends monthly meetings of the local chapter, he mingles with industrial engineers from such differing environs as other manufacturing sectors, hospitals and service industries.

Membership in IIE is an "opportunity to exchange and generate ideas," Curley said. "It's a chance to meet people from different disciplines to see what



JO KNOTT...Know your computer.



MIKE CURLEY...Exchange ideas.

techniques they use to improve efficiency, for example, or to learn about different quality systems."

Renee Garcia's role in an engineering organization takes a different bent. A past president of the Society of Women Engineers (SWE), she now is the group's Eastern Nebraska section representative.

SWE is an organization of women and men of varied engineering backgrounds that promotes recognition for the accomplishments of women in engineering and of its career opportunities. It encourages young women—starting in high school—to pursue engineering careers, and lends support to women engineers as they strive for higher levels of education and achievement.

## Go to the students

Local chapter activities are numerous, Garcia said, such as technical tours; working with universities to get grants for women and minorities in engineering; sponsoring professional and personal development courses; and giving recognition to top





LOU ARTERBERRY...No cobwebs.



RENEE GARCIA...Help shape futures.

high school young women for math and science achievement.

Garcia is particularly fond of visiting with young women in high school, frequently using computer games to illustrate engineering applications. "They get pretty excited about the field of engineering," she said.

Garcia figures there is much to be gained through her involvement with SWE. She cited the feedback and support she gets from other women in engineering, and "the opportunity to develop leadership, organization and management skills."

She mentioned that the Works gets a better employee, "one who is continually growing and changing to meet the needs of the business."

The community benefits through increased awareness of "the opportunities engineering can provide women that may not be available in another profession," Garcia said. With only seven percent of today's working engineers being women, she derives personal satisfaction from "helping someone shape a future with more promise."

## 7 Learn from the best

We can't become a world-class company if we never venture beyond the climate of our own business world.

That's why benchmarking is so important to stay on the competitive edge. Benchmarking involves identifying companies whose superior performance in a particular aspect of business operation serves as a role model against which we may compare our own performance.

The Omaha Works management staff engages in various-benchmarking activities, such as through seminars and by working with consultant groups who conduct comparison studies. Now the electronic wire and cable SBU has begun to broaden the scope of benchmarking by more directly involving its production employees.

Insulating line operator Dave Kempkes (IBU 553) joined supervisor Paul Pickrel at a three-day conference held at a car manufacturing plant in early May. The conference, sponsored by the Association for Manufacturing Excellence (AME), gave conferees a chance to tour the NUMMI (New United Motor Manufacturing, Inc.) plant in Fremont, Calif., and share ideas.

At Westerner press deadline, shipper John Armbrust (IBU 557) and supervisor John Tompkins were to participate in another benchmarking opportunity by attending an AME conference in Irvine, Calif. Insulate layout operator Gary Mintken (IBU 551) was to attend an AME conference in Minneapolis, and jacketing operator Buddy Boyles (IBU 553) was scheduled for one in Peabody, Mass.

"We think it's worth the investment for our people to be exposed to other companies that are doing the right things," said Dick McGaughey, EW&C manufactur-

ing excellence manager.

Kempkes likes the idea. He came away from the unionized-plant—a joint venture of Toyota and General Motors—impressed by some of their operations though not too keen on others, he said.

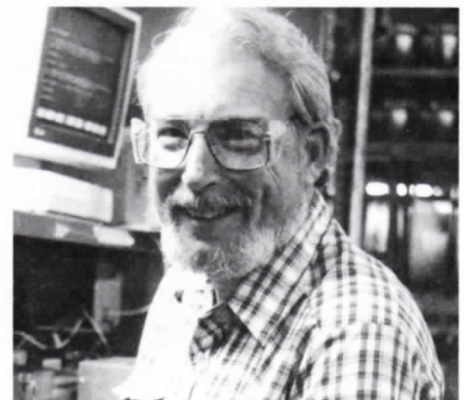
However, he thinks we could take a cue from an approach that's basic to NUMMI's quality improvements: "Let's use our intelligence to make (an idea) work within the framework and constraints we have," he said, rather than throw it out entirely. "We shouldn't expect to apply a concept as a carbon copy of what another company does."

NUMMI employees seem to persist in adapting plans to fit their work environment. "It takes commitment all the way from the top—and not just verbal commitment," Kempkes noted.

At NUMMI, Kempkes listened to presentations by management, union and shop team leaders. He took a tour of the plant and engaged in a question-and-answer panel discussion and idea exchange. He was impressed by employee teamwork and the degree of control they had over their jobs.

Kempkes said he would like to see employee involvement in benchmarking activities continue because there's a whole world of ideas out there that might have application in our operations.

Involving production employees in such activities is a chance for them to gather information that will help them directly contribute to the Works' decision-making process, he said. With all of the talk these days about empowering employees, it is one way to "show that the company really is committed."



DAVE KEMPKES...Make it work.



When you  
are the

# CUSTOMER

We asked employees to tell us where they most often take their business and why. Then we asked them to tell us where they'll never do business again. It's no surprise that they make their choices the same way prospective AT&T customers make theirs. They look for quality goods and services at reasonable cost.

**Sharon Cubrich, IBU 583**

Thumbs up: Big Fred's Pizza Garden. "They're friendly, courteous and the food is good. For the money, you get a lot of food. They have a variety of things on the menu other than pizza, so everybody in your family can be satisfied. I also like their TV screens for sports. Really, there's something for everybody."

Thumbs down: A car dealer's service department. "I brought in my car to have a certain thing fixed at a certain cost. Then they called and acted on someone else's approval of costs, not mine. I've had so many things they fixed go bad, then have to get them fixed again. It's such an inconvenience—you know how hard it is to take your car in when you work. They screwed up my paint job. Paperwork's been a nightmare."

**Carlos Palacios, Dept. 771**

Thumbs up: Sears. "Whenever I need tools I go to Sears, even though they're a little more expensive. They're good quality, reliable. The warranty's great—they replace anything due to manufacturer's defect, but I've never had that problem. Service could be better (sales clerks aren't always knowledgeable about the products), but product quality outweighs that for me."

Thumbs down: A restaurant. "I went there for the special of the day—it's supposed to be ready. The oven wasn't even turned on and nobody knew how to turn it on. Finally, someone did. When I got my order, it was the wrong

one but it was late so I took it anyway as a carryout. The price was right, but who wants it like that?"

**Andrew Allen, IBU 596**

Thumbs up: Bell Federal Credit Union. "I get my car insurance there. It's convenient, payroll deductible. There's no hassle to make changes (by phone)—they send me a statement in two or three days. The people are courteous, knowledgeable. They don't put me on hold but switch me right through. The price is reasonable—a lot less than my old insurance company."

Thumbs down: A discount store. "My wife and I couldn't find any clerks to help so we waited—finally asked someone at the cash register for help. What a waste of time! I'd rather pay more somewhere else and get better service. And I didn't like the way they pressured me to buy an extra

warranty. The product already had a warranty!"

**Marilyn Bonaiuto, Dept. 501**

Thumbs up: Utterback's Champion Auto Store. "While my husband works on the car, I go run for parts. I don't know much about the parts I need, but they treat me just as courteously as someone who knows what they're buying. They don't make me feel like a dummy. They usually know what part my husband needs, or they'll check into it and get the right part. If they don't have it at the store, they'll get it for me quickly."

Thumbs down: A department store. "They constantly rearrange the merchandise. I go in, I know what I want—it was there two weeks ago but now it's somewhere else. Their products are good, the price is okay, but this is a real inconvenience to customers when you don't have time to hunt. I don't go there anymore."

## Share the message

The businesses where employees say they are repeat customers each will receive a letter from the Omaha Works and a copy of this article. While this article is not an endorsement of their products and services, we want them to know that we value their efforts to uphold quality standards in the business community, just like we at AT&T strive to do in the global marketplace.

**Dennis Swartz, IBU 552**

Thumbs up: Hake's Restaurant, Weston, Neb. "Every Wednesday we go to Hake's. We like the waitress—she's friendly, jokes around, gives real good service. She knows just what we'll be ordering. The food is home-style cooked and reasonably priced. We know the other customers. We can sit and visit for an hour or two and no one will bother us."

Thumbs down: A government tax office. The last time I went to





SHARON CUBRICH...Good food.



CARLOS PALACIOS...Great warranty.

pay some taxes the service was bad—very rude treatment. When you ask too many questions, they get mad. Well, I was mad enough to report it. I still have to pay taxes but I won't go there—my wife does.

**Betty Clanton, IBU 597**

Thumbs up: Makin's. "I like to think of myself as an amateur craftsperson. Usually I find what I need there. If I can't there's always someone willing to help. They'll even give advice on your craft project. They have the biggest selection of craft items, and I don't think you can beat their prices. You won't find anything less than superior quality."

Thumbs down: A private lawn and trash hauling service. "They refused to pick up our trash even though we complied with regulations. They said we didn't cut tree limbs to length and that we didn't put the trash at the curb. There was misunderstanding about the lawn treatment schedule. Basically, they didn't clearly state what our obligations were, then tried to shift the blame on us."



ANDREW ALLEN...Convenience.



MARILYN BONAUTO...Courtesy.



DENNIS SWARTZ...Homestyle dining.



BETTY CLANTON...Friendly service.

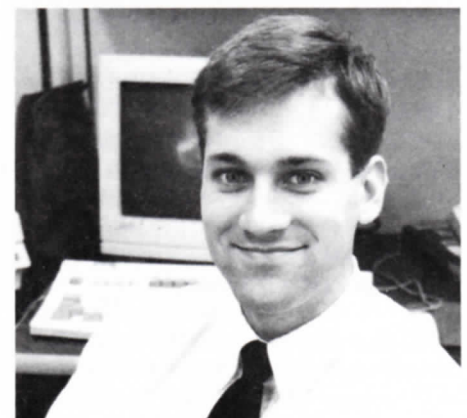
**Maggie Johnson, Dept. 593**

Thumbs up: Baker's Supermarket, Millard. "I love to go to Baker's for food. Even though I think they're more expensive, they always have what I want. The produce is always fresh—they even carry my favorite brand of coffee I could get only in Baltimore. The employees are polite, courteous and can tell

(Continued on Page 15)



MAGGIE JOHNSON...Fresh produce.



GEORGE BLISS...Trustworthiness.



# etc.

## Bucter heads NCS

Jack Bucter has been named president of AT&T's Network Cable Systems, succeeding Greg Hughes. Hughes has been assigned to head a task force which, over the next six months, will analyze the mission, scope, funding and operating principles of AT&T's corporate center.

Bucter formerly was president of AT&T Business Communications Systems, having been vice-president of product management and marketing in AT&T's Communications Systems division. He has a bachelor's degree in mathematics from Hobart College and a master's degree in management from the Massachusetts Institute of Technology.



Jack Bucter

## National Quality Month

The Works observance of National Quality Month is under way. The following is a schedule of the month's events:

Oct. 1—Tech-pros attend a satellite broadcast of the National Quality Forum, a presentation sponsored by the American Society for Quality Control (ASQC).

Oct. 15—A representative cross-section of employees will be guests at a speaker's presentation in the auditorium. Pete Pence, assistant vice-president for Bellcore, will speak.

Oct. 24—Lynn DeLean, AT&T Business Communication Services planning manager, will speak in the auditorium on "Quality: Is it your differentiator?" A cross-section of employees will be in attendance.

Also during National Quality Month, each employee will receive a copy of the 1992 Quality Art Calendar featuring winning artwork submitted by employees and their families.

## United Way/CHAD

The in-plant United Way/CHAD campaign begins Oct. 7. This year the drive, which runs through October, will have a different look, according to Bob Wustrack, campaign coordinator.

Rallies will be held in conjunction with monthly shop safety meetings and scheduled office meetings. And, for fun and incentive, competition for prizes has been arranged between IBUs and departments, Wustrack said.

Eligibility for prizes in "The Omaha Derby" will be determined by a team's percent increase over last year's per capita giving. "At least 10 percent of the employees here will come away with a prize," he noted. Additionally, teams will compete against the Works' extended staff (department managers and up) for a special prize, based on per capita increase.

Chairpersons for the drive are Graham Seiter, Sparky Bruning (IBU Local 1974) and Bill Peters (IBU Local 1614). Community-wide, the goal is to increase donations by 7.4 percent over 1990's drive. Internally, we're shooting for an 8 percent increase.



**United Way  
CHAD**

It brings out the best in all of us.™

## Offices leased

The east end and a portion of the west end of the third floor in Building 20 have been leased to the AT&T Network Systems Sales organization. A total of 13 staff members are scheduled to move into offices in early October from their Miracle Hills business district location.

This is the first time that the Works has leased office space to another AT&T entity, said Chuck Recka, manager of plant engineering operations. The sales group agreed to a three-year lease at "a substantial savings to AT&T," said Recka, plus "it's money in our (Works) pockets."

Recka mentioned that modifications to the double doors at the east entrance to Building 20 will make it possible for sales staff members to have access to their offices after work hours and on weekends. A special pass will admit sales employees after hours to the area, which will be monitored by TV.

## Scholars honored

The Omaha Chapter of the Hispanic Association of AT&T Employees (Hispa) will present scholarships of \$500 each to four Omaha area students on Oct. 14. The presentations will be made during the United Latino Scholarship Banquet.

The scholars and their parents are as follows:

- Marguerite Toledo, daughter of Vince (IBU 597) and Teresa Toledo. She is a sophomore at Regis University and is studying international business and political science.

- Teri Rangel, daughter of Be and Carolyn (IBU 581) Rangel. She is a sophomore at Rockhurst College where she is studying English and education.



• Michelle Terrell, daughter of Dumruay Terrell. The South High graduate is pursuing a degree in business at the University of Nebraska at Omaha.

• Jerome Rodriguez, son of Mr. and Mrs. Alberto Rodriguez. A senior at the University of Nebraska at Lincoln, he will graduate in December with a major in finance.

### Runners, walkers

A record number of AT&T employees—406—signed up for this year's Omaha Corporate Cup run held Sept. 15 in Downtown Omaha, said Judy Stroy of Dept. 532. Stroy coordinated AT&T's participation, assisted by John Maun of Dept. 596.

In addition, 41 spouses of employees signed up and 16 employees and family members volunteered to help during the run. Stroy expects word on AT&T runners' times in early October and said to watch the WEOMA News for the results.

### Hazard communication

Coming soon (if not already) to your work area: Hazard communication stands.

Information on different chemicals and chemical products used in manufacturing and specific to work areas can be found at these stands. The same information already is available through supervisors who maintain data binders in their offices, said environmental health and safety engineer John Hazuka. The eight-foot tall stands will "increase the visibility and accessibility" of this data.

Information at the stands includes uses of chemicals, hazards involved and precautions to take during usage, and what to do in the event of a spill or chem-



*CAN'T MISS IT...Rick Windholz (left) and John Hazuka think that the new hazard communication stands to be placed throughout the plant will make safety data on chemical materials readily visible and accessible.*

ical release, Hazuka said. Forty-seven stands will be in place in shops and selected office locations by the end of the year.

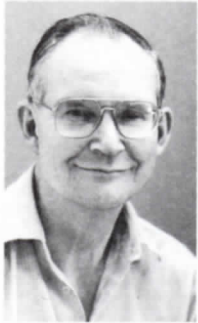
Hazuka said he came up with the idea for the stands to supplement the Works' overall hazard

communication program. Factory engineer Rick Windholz produced a design and the trades shop has been helping to build them.

Hazard communication training classes, which include use of the stands, begin in October.



# Retirements



Lloyd  
Honeywell  
31 years



Ivan Fetherkile  
32 years



Viola Spaulding  
22 years



Raymond  
Putjenter  
21 years



Georgia Daily  
30 years



Ernie  
Wesolowski  
30 years



Delores  
Dunekacke  
41 years



Wayne Peters  
32 years



Anthony  
Visocky  
38 years



Virginia  
Smolinski  
25 years



Leo  
Scheibelhofer  
35 years

## Not pictured:

Ann Davis—28 years  
James Dross—32 years  
Lloyd Felthausen—27 years  
James Giles—32 years  
Donna Kelly—29 years  
Margaret Kmiecniak—28 years  
Dana McGrath—32 years  
Thomas Murray—24 years  
James Silknitter—28 years  
Robert Socha—30 years  
Wilma Sumner—21 years  
Charles Thomason—29 years  
Marianne Van Wagoner—19  
years  
Gerald Zenio—31 years



Phillip Traynor  
25 years



Charlotte  
Zvolanek  
33 years



Gary Lemonds  
30 years



# Service anniversaries

## 40 years

Arthur Mackie	7/09
Leuford Nielsen	7/18
Merwin Carstens Jr.	9/04
William Stoner	9/11

## 35 years

Eugene Saab	7/02
Harold Allen	7/23
George Coleman	8/01
Edward Palczynski	8/24
Eugene Wahl	9/04
Kenneth Parker	9/10

## 30 years

Larry Tritsch	7/03
Willie Mason	7/05
James Ellis	7/22
Judith Tyler	7/28
Shirley Tedford	7/31
Arlyn Hankes	8/03
Robert Brown Jr.	8/06
James Kimble	8/07
Larry Arp	8/14
James McCallum	8/18
Virgil Hedges	8/21
Barbara Eraas	8/28
George Lynch	8/28
Thomas Miller	8/28
Richard Carmona	8/29
Gary Lemonds	8/30
Ronald Johnson	9/06
Stanley Mason	9/06
Lois McMahan	9/07
Daniel Kovar	9/08
Robert Kamin	9/11
Charles Allner	9/11
Robert Knoblauch	9/11
Archer Witherell	9/18
George Siggers	9/19
Jo Annem Dye	9/19
Edward Sterba Jr.	9/20
Gordon Van Fosson	9/22
Henry Anderson Jr.	9/25
Delano Norquist	9/26
Consuela Velasquez	9/26
Ernost Wesolowski	9/26
Ralph Armendariz	9/27
John Puente	9/28

## 25 years

Trudy Dekeuster	7/03
Donald Landholm	7/05
Betty Miller	7/05
John Vanderheiden	7/05
Robert Hynes	7/06
Maria Leal	7/11
Gary Rezek	7/12
Myrtle Mejstrik	7/12

Robert Griswold	7/18
Phillip Traynor	8/01
Jeanette Byers	8/01
James Murphy	8/01
Herbert Rhodes	8/01
Marvin Rohwer	8/08
David Hochstein	8/08
Gloria Coleman	8/11
Rollie Miller	8/11
Marvin McGuire	8/11
Elijah Pierce	8/15
Robert Douglas	8/15
Harland Hayes Jr.	8/15
Joseph Murphy	8/15
Roger Carstens	8/16
George Wischmann	8/16
Barry O'Donnell	8/22
Catherine Placzek	8/24
Agoston Frics	8/30
John Synowicki	9/06
Thomas Scheef	9/07
Robert Roh	9/09
Thomas Murray	9/12
Joseph Fiala	9/12
Marvin McAhren	9/13
Robert Duley	9/13
Joseph Sternad Jr.	9/13
Larry Carnicle	9/14
Peter Heim	9/19
Charles Torson	9/20
Mary Olsen	9/20
Joseph Opryszko	9/22
Flora Smith	9/25
Calvin Maholmes	9/26
Brenda Williams	9/26
Carl Haar	9/26
Frank Bogatz	9/28
Joan White	9/29

## 20 years

Marvin Berry	8/08
Sherlyn Hayes	8/17
Margaret Hurd	9/01
Joseph Green	9/25
Lucille Windels	9/28

## 15 years

John Elvers	7/03
Beverly Morley	7/12
Sandra Bowman	8/12
George Macrander	8/12
Edith Hess	8/16
Joseph Shavlik	8/23
Bernard Stopak	9/13
Opal Bright	9/20
Darleen Glesmann	9/23

## 10 years

Lucille Johnson	7/11
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David Suverkubbe	7/11
Joyce Howard	7/22
Linda Cashoili	7/28
Jon Cramer	8/24
Ronald Moberg	9/11
Linda Clements	9/19
Ithel Marick	9/25

## 5 years

Harold Cotton	7/14
Walter Tomasello	7/15
Arnold Kelson	7/28
Karen Dappen	7/29
Matthew McDonald	8/01
Anna Applegate	8/01
Christopher Shackelford	8/01
David Tso	8/18
Renee Garcia	8/31

## Customer continued

you where everything is."

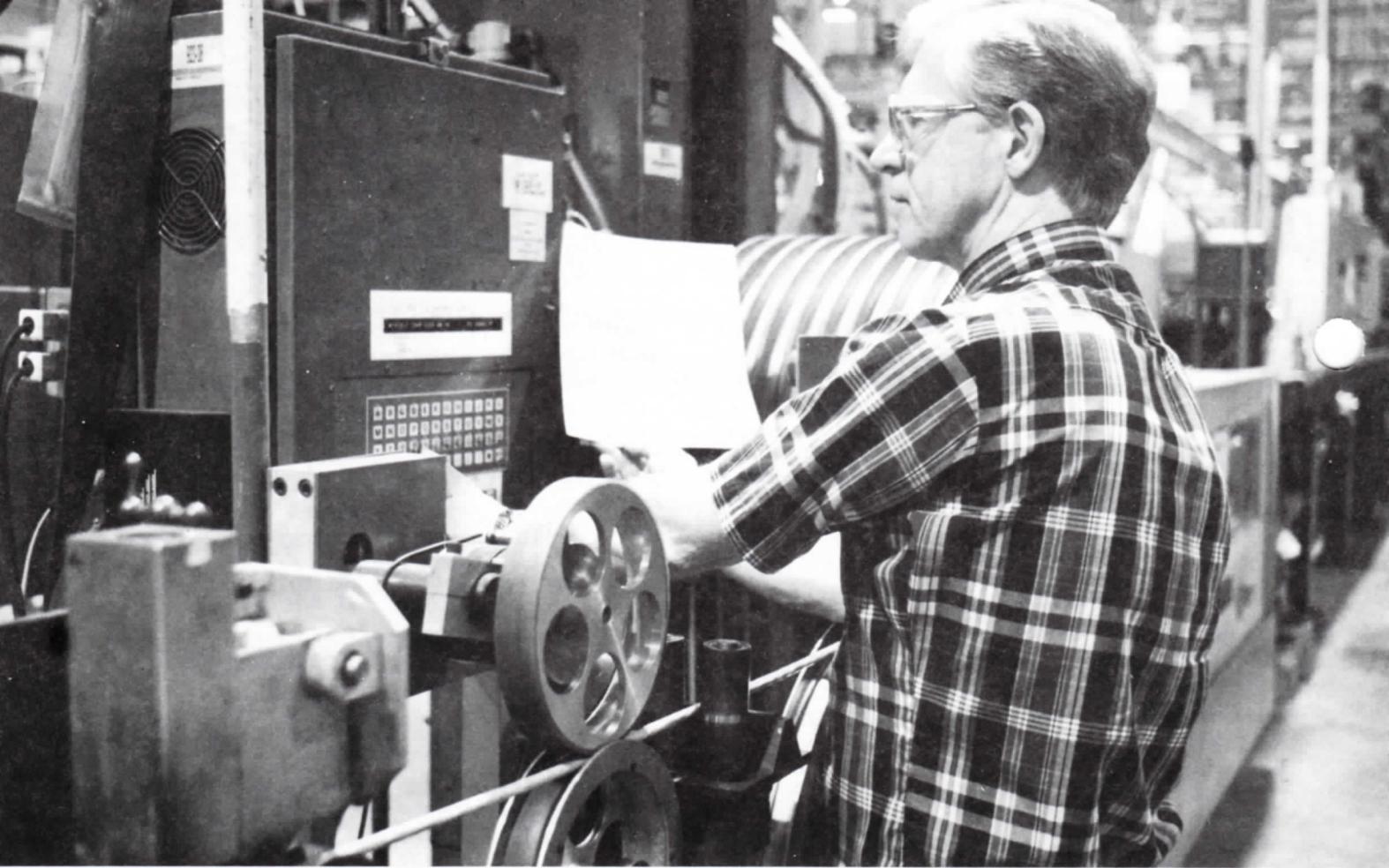
Thumbs down: A dry cleaners. "I took in a blouse with water stains on it. When I got it back, it still had water stains. Even after the second time, the problem wasn't resolved, so I ended up cleaning the blouse myself. Some people just don't know the importance of satisfying the customer. I'll never go there again—no matter what special (price offer) they run."

### George Bliss, Dept. 781

Thumbs up: Exclusive Honda and Acura Repair. "It's a small shop that I think gives more personalized care than a dealership. I bring in my car for regular maintenance. They're very affordable, and the service hours fit my work schedule. The owner, who does a lot of the work himself, is very trustworthy. He gives an estimate and sticks to it. Strictly top notch."

Thumbs down: A bike shop. I just bought a mountain bike and it's worked out okay, but when I started doing some routine maintenance I discovered the bike was assembled wrong. They probably would have fixed it, but I didn't trust them to do it right—so I fixed it. I'll never go back there."





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## Last frame

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**W**hat's the best idea to come out of plantwide certification efforts at the Omaha Works? Certification team members for the central office cable area (IBU 552) insist it has to be a project their IBU initiated. It's called "traceability."

Traceability adds some very important information to data normally imprinted on central

office cable—and on plenum and small-pair DIW products as well. A number code is printed on every two feet of the cable jacket that identifies on which machine, load and in which month and year it was manufactured.

"What this means," said senior production specialist Bill Brink—shown here keying in code data on a jacketing line—"is that we can send a load off to Texas. If for some reason there is a problem with the order, we'd know exactly where to find what caused it" and take corrective action.

The code identifies which jack-

eting line produced the cable. At each jacketing line operators maintain a "process check" book which includes job tickets. By referring to these books, said Brink, it is possible to extract precise data on insulating, twisting, stranding, jacketing, final test and shipping processes.

So if a customer questions an insulating measurement on a cable shipment, we have the means to trace back to recorded test data. By the same token, we have a good handle on how much more went out the door and where it went.



**AT&T**  
Network Systems  
Omaha Works  
P.O. Box 37000  
Omaha, NE 68137