



AT&T

Employee
Involvement

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Today
Omaha
Works

Quality is
AT&T's strongest
competitive edge.

Quality Council fosters excellence throughout the business



Quality Council Members include (left to right) Managers DAVID HITCHCOCK, BOB TATTEN, BECKY BRAZIER, CHUCK RECKA, BRENT COY, JACK HORENKAMP, JIM ANDRY, LEW HATALA, JAY CARTER, DAVE WILLIAMSON, JERRY HARDIMAN, JIM LaFOLLETTE, JOHN DONEGAN, GARY EPP, ROMAN OSTAPIAK, RAY SWARTZ, LINDA DEMBOWSKI, GRAHAM SEITER, MIKE FULLER, HANK DAVIDSON, and DR. DICK BARRY.

Quality in everything we do. That's an important pledge AT&T is making to its customers. The recently-formed Omaha Works Quality Council is making sure everyone is committed to following up on that quality pledge.

The role of quality in Omaha Works processes and products is critical, and that's why the Quality Council is serious about the work it does. Manufacturing Operations Director **JIM ANDRY** says "I think the Quality Council's charter is very

simple—to provide the leadership and environment that will foster quality in everything we do."

The Copper Apparatus/Metals and Electronic Wire and Cable Quality Council is striving to put quality at the forefront of everything we do at the Omaha Works. Why? Because quality products and service are AT&T's best competitive advantages. Network Cable Systems is working to meet customer needs in a variety of areas—product quality and



reliability, value and price and technical features and safety. That's important work as the NCS makes quality a key element in its overall business strategy.

Every area of the business is represented on the Council which meets monthly. Representatives from Omaha, Atlanta and New Jersey represent engineering, operations, Bell Laboratories, product management, accounting, purchasing and the quality organization. The 21 member group sets policy and prioritizes our quality efforts. The Council also promotes teamwork and cooperation across major organizations and strategic business units.

The Quality Council not only deals with quality issues directly, but clears the way for others to do the same by establishing an environment that promotes excellence. Jim says "the Quality Council's role is to clear roadblocks so that those who are directly involved with issues can get resolution quickly and with minimum interference."

The Quality Council manages and supports the implementation of our quality system throughout Omaha's lines of business and provides an all-important link to the Network Cable Systems Board.

Jim also sees the work of the Quality Council directly supporting NCS's business objectives. Jim says "The single most important business strategy is to meet our customers' needs in such a total quality manner that our customers would never think of buying products from anyone but AT&T Network Cable Systems."

What is the significance of quality? Here are some comments from some Quality Council members.

JIM LaFOLLETTE, Manager, Copper Apparatus SBU Operations. "The continued quality improvement of our products,



services and support processes underpin our strategy for meeting today's challenges and our planned business growth. The Quality Council format keeps the leadership team focused on this quality improvement imperative and serves as a continual cross check in the decision-making process."

GARY EPP, Manager, EW&C Operations and EW&C SBU Product and Development Engineering. "Excellent quality can be achieved when good people are given well-designed and supported processes (tools), clear goals, focused resources (people, time and money) and the freedom to go under, around, over and through the barriers to customer satisfaction. The Quality Council is a vehicle to

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provide the leadership and support for these objectives from a total business perspective."

HANK DAVIDSON, Manager, Purchasing and Transportation. "The quality of our products is only as good as the quality of the materials we purchase. As Omaha's 'champion of supplier quality', I bring the commitment of the C.S.O. purchasing and transportation team to the Quality Council to achieve a world-class supplier base for our businesses. The Quality Council is a forum where business unit and supporting division strategies come together to drive AT&T Omaha to world-class manufactur-

ality

ing excellence."

RAY SWARTZ, Manager, Copper Apparatus Product & Dev. Engineering. "We now have all the functional organizations working together—manufacturing at the Omaha Works, product management and marketing at the PLM in Atlanta and product development at Bell Laboratories in Whippany, NJ and Atlanta. The Quality Council allows us to form a cohesive policy in managing the business, and that's really a good thing."

BRENT COY, Director, Distribution Network & Protection Apparatus. "Quality is absolutely essential and we've come a long way in that area in the last year and a half. We've also come a long way in the area of new products. That's what Omaha will be about in the future. Our customers are constantly asking for new products. This idea of more, better products in a

more competitive environment is what the future holds. Copper apparatus is leading Network Cable Systems in the area of time-based competition. We're starting to measure our cycle time on new products."

"I'm particularly proud of Omaha's desire to see things from a fresh sheet of paper. We're meeting our objective to increase the number of new products and to cut our new product introduction time in half. It used to take over two years to develop a new product and we now have that down to around 11 months. This is a revolutionary, not an evolutionary way of doing things and that's what we need to look for in all phases of the business."

DAVID HITCHCOCK, Manager, Financial. "When I hear the word 'quality', it's important to note we're not just talking product quality. We're also talking about the processes that are in place. In my organization—financial—we're well aware of the impact the quality of our data has on the quality of the decisions our business leaders make. We do have a big commitment to quality, even in the white collar environment."

JERRY HARDIMAN, Supervisor EW&C Development, Atlanta Labs. "The teamwork aspect in everything we do is extremely important and can't be over-emphasized. From the Labs side, we're physically remote (from the factory) and in the past may have been somewhat mentally remote. There was a wide separation. Now I see a lot of positive development as we're working together to do a better job of developing the product and the process. That's the key thing. We can talk about quality as a program but more importantly, it's essential for continuing in business. It's not something corporate management is forcing on us. It's easy to understand

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Quality takes into account anything and everything about the product that affects the customer.

—Jay Carter



why AT&T needs quality in everything we do."

JAY CARTER, Copper Apparatus and Wire Vice President. "We're working to continually improve quality because quality has become a necessary table stake to be competitive. It's like in any gamble—you have to put something up to be in the game. Even then, excellent quality alone can't guarantee success."

"I define quality as fitness for use. That's a broad definition that views quality from the customer perspective which takes into account anything and everything about the product that affects the customer."

"I view the Quality Council as the group that integrates all functional responsibilities to ensure that policy deployment is implemented throughout our SBUs."

GRAHAM SEITER, Manager, Omaha Works Quality: "The whole name of the game in business is delighting the customer. That's what the Quality Council helps us to do. The Omaha Works also is learning to do a self-assessment on an on-going basis. We're moving in the direction of achieving the sorts of things we need to do to be a world-class manufacturer."

"The Quality Council really can share and review the action items that need to be taken care of with the Labs, manufacturing and PLM people. Before, not every group knew what the other groups were doing. We've got to have R&D, marketing, sales and manufacturing understanding the roles of the other areas if we ever want to be really good at what we do, instead of moving in all different directions."

LINDA DEMBOWSKI, Manager, Product Management, EW&C. "From my perspective, the Quality Council is a good way to get focus on the issues that are important to the Omaha Works. Most of those issues are related to quality across a large spectrum, from people to products to processes. We're all also interested in making the Omaha Works a better place to work. The Quality Council provides a good chance to spend time figuring out ways we can pull the whole business team together and apply those philosophies across the board."

BOB TATTEN, Manager, Copper Apparatus & Metal SBU. "The Quality Council strictly endorses all of the quality efforts going on in the plant, particularly with our quality improvement teams. These quality improvement teams will really be the basis of the viability of this plant in the years ahead."