

NETWORK!

AN ELECTRONIC NEWSLETTER FOR THE PEOPLE OF AT&T NETWORK SYSTEMS

Selection process underway at systems and technology

By the end of January employees in Common Support Functions will know whether they've been assigned to one of the new companies. The staffing and selection "roundtables," which is the process for choosing managers for the new companies, are now underway.

Once completed, the assignment recommendations from the roundtables must be reviewed and approved by the transition teams for the new companies. During this process those recommendations might change as they're fine-tuned for a number of factors such as their ultimate affordability and impact on diversity profiles.

Tentative assignments

Adjustments can be expected, too, for the managers who accept the special voluntary offer, which doesn't close until Dec.29. All this is why some of the assignment recommendations coming from the roundtables will change before they can be considered final -- sometime in January.

Before then, all assignment information is tentative. Assignments cannot be final until the new companies' entire personnel picture is fully reviewed and approved after the first of the year.

While assignment information is only tentative, however, there may be good reasons to share status information beforehand -- even though there is a possibility of change. Supervisors can take this

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NSG demonstrates products and offers at Western Cable Show

A taste of the present and a peek into the future is just part of the fare NSG is delivering to visitors at this year's Western Cable Show.

This year's show runs from Nov. 29 to Dec. 1 in Anaheim, Calif. Visitors to NSG's pavilion will see the full scope of solutions that offer cable TV companies the capability to provide telephony services such as wireline, wireless, broadband data services and interactive TV.

NSG introduces broadband improvements

NSG's HFC-2000™ Broadband Access System is an important piece of a total solution that allows cable companies access to local telephone services. NSG demonstrated -- for the first time live in public -- telephone, video and high-speed data services on a fully functioning

HFC-2000 system.

NSG will also introduce enhancements to its HFC-2000 System including a scaleable, economical architecture as well as the ability for the system to be integrated into a cable TV operator's existing networks.

"We know companies that offer multiple services are looking for an efficient, reliable and cost-effective way to get into the telephony business, and Network Systems is committed to providing the total solution -- hardware, software and services," says Nina Aversano, president, Global Commercial Markets.

Getting online faster

Millions of consumers have been frustrated by the inability of even the fastest modems to take advantage of the data-rich applications

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NSG makes inroads in Egypt

Continuing its long history with Egypt's public network operator ARENTO, Network Systems recently won a \$26 million contract for a copper-wire expansion project.

Series of wins

The project will extend the reach and capacity of Egypt's public network to additional urban sectors of Cairo and Alexandria. The expansion will allow ARENTO to connect over 92,000 new subscribers to its direct-dial network.

The agreement is the latest in a series of contracts awarded to NSG

as part of ARENTO's Telecommunications Sectorial Support Programme -- a comprehensive multi-phase telecommunications modernization plan begun in 1978.

In July, NSG was awarded a contract to install switching systems to support 100,000 subscribers in this same region. "We're pleased to once again be selected to assist ARENTO in this vast modernization plan," says Richard Brandt, NSI vice president - Europe, the Middle East and Africa. "The modernization project has brought substantial benefits to both businesses and residents." □

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step for one of two reasons. The needs of the business make it important that individuals have the greatest possible opportunity to plan for their prospective assignments and participate in important decisions affecting the shape and composition of their new organizations.

Important decisions

To be responsive to individual employee needs, the supervisor may share tentative assignment status earlier so the employee can make important personal and career decisions.

These tentative disclosures can be made despite the possibility of a different assignment or no assignment depending on the outcome of the many approval steps following the initial roundtable recommendations.

Best information

"We want to give employees the best information possible so they can make crucial decisions affecting their professional and personal lives," says Hal Burlingame, senior vice president-Human Resources Division. "Also, we want to stay true to our early commitment to be as open as possible about every aspect of the restructuring."

In addition to sharing tentative assignment status information, supervisors can help reduce employee anxiety by communicating openly and frequently about the staffing and selection process. This includes sharing information about the roundtable process and the size and composition of the new organizations. Supervisors can also share the Employee Assessment Summary completed for each employee, if the employee asks to see it.

About the roundtables

As was previously announced, a roundtable process will be used to make decisions on staffing the new companies with employees from AT&T's present Common Support

Functions (CSFs). A small number of roundtables have already been held, and hundreds more will be conducted by Dec. 15.

Employee facilitators

Seventy employees, representing every affected area of the business, will serve as facilitators for the roundtable process. Each facilitator has now attended a special one-day training session to prepare him or her for this work.

Among other duties, facilitators will guard the integrity of the roundtable process, help resolve any conflicts, and document the meeting using forms that note the determining factors in each consideration.

Careful selection

Other participants in the roundtables will be selected by the Transition Teams that have been appointed for each Common Support Function.

Altogether, each roundtable will consist of approximately 12 to 15 participants, both leaders from the CSFs and representatives of the new companies who served on the team that designed the support function being discussed for the new businesses.

Needs of the business

The CSF Transition Teams will decide the universe of employees, up to a maximum of 100, to be considered by each roundtable. Timing of the roundtables will be determined, in part, by the availability of the chosen participants.

Structured resumes provided by the employees, as well as skills assessments completed by supervisors, will be used by the participants to match skills with the needs of the new businesses. At least one participant in each roundtable will have personal knowledge of the skill and experience level of each employee being considered at that roundtable. □

Cable show Continued from Page 1
found on the Internet. The Broadband Link team is hoping to change that.

The team consists of NSG, Hewlett-Packard, Hybrid Networks and Intel. It will develop products for delivering high-speed data services to personal computers via broadband networks.

Greater flexibility

Interoperability will be a key issue for the team. By the end of 1995, the team is planning to publish an open specification that will give cable and telephone companies greater flexibility in selecting a broadband data system.

"Making broadband services a reality for consumers and businesses is the ultimate goal of this team," says Carly Fiorina, North America president. "As we continue to deploy broadband network platforms to our customers that are scaleable and flexible, interoperability with all parts of their new and existing networks will be key to deploying economical and efficient solutions."

Partnership formed to open video standards

The whole notion of interoperability is also catching on in the video arena. NSG will work with vendors of video servers, set-top terminals and network access equipment to develop open interfaces that quicken the pace of interactive video service deployment.

NSG named Broadband Technologies, Interactive Digital Solutions, Hewlett-Packard, Lockheed, Microwave, Next Level Communication and Philips as initial participants in the Network Partners Program.

This effort will benefit service providers that are planning interactive video networks because they'll be free to choose whatever combination of video servers, set-top terminals and network access equipment that meets their needs. □

Communication is a two-way street

"Ugh! Not another meeting!" Sound familiar? But wait. What if it answered your questions and helped you see how you fit into the "bigger picture"? If you supervise others, what if the meeting clarified your team's concerns? What then? Perhaps instead of dreading the "m" word, you could actually look forward to it.

Community Meetings: Building strong teams

That's the idea behind Community Meetings, one of the eight People Value Added (PVA) initiatives in NSG **People in Action -- Playing to Win**. Unlike most staff meetings where communication is typically one way, Community Meetings are a forum for open, two-way discussion about practically any topic facing an organization. And with constant change as a backdrop, Community Meetings can set the stage for important face-to-face dialogue.

"I'd like to see all NSG supervisors hold monthly community meetings," says Rich McGinn, NSG CEO. "We've seen a direct link between employee satisfaction and managers who are visible and communicate. And I don't think there's ever been a better time than now."

Recently, all NSG supervisors received a Community Meetings guide to help them plan, execute and learn from their two-way sessions.* With advice on everything from meeting logistics to promoting good discussion, the guide offers support for all supervisors, whether they're new at two-way communication or seasoned experts like Pete Lessek.

Pete's "fashion statement"

Would you talk to a guy wearing a t-shirt that says: "Hi. I'm Pete Lessek. Talk to me"? Actually, could you resist? That was Lessek's strategy for "breaking the ice" with his new group three years ago. Lessek, now vice president of the Global Public Networks Platform Group, donned his custom t-shirt and walked the halls of Lisle/Naperville looking for new faces.

"I wanted people to see that I was human and not just a name in a box," he says. "It also showed people that I have a sense of humor and that I was approachable, so they could easily strike up a conversation."

For Lessek, two-way communication is a way of

life. From fashion statements to community meetings for 500 or more, Lessek does it all. Brown bag lunches? Every three or four weeks without fail. VP hotlines? Yup, he does those too, along with other VPs at Lisle/Naperville. Respond to email? Religiously.

Standing room only

Last month, Lessek hosted the NSG all-employee broadcast in Lisle/Naperville and took questions from the audience after McGinn went off the air. Instead of the usual 200-250 people, the event drew over 500. Lessek hosted a similar meeting within days of the

AT&T restructuring announcement.

"I tell people whatever I know that's appropriate for sharing -- good and bad," says Lessek. "Even if they don't agree, at least they can understand the factors behind it. They get to see where the leadership stands and, in turn, the leaders here get a pulse on what people are thinking."

Attitude is everything

"It takes a lot of energy to do this. It's not something you can just do in between the margins," says Lessek, quickly adding that it's all about attitude. "Two-way communication is an attitude about how you're going to run your business. And our personal attitude rubs off on others." Does this mean you can just put on an act? Hardly. Lessek insists it only works if it's genuine.

... and it **does** work. In a year when NSG's overall AT&T Opinion Survey results were basically flat, scores for Lessek's Platform group rose from 59 to 62 (and zoomed from the mini-survey score of 54.6). Scores in several other GPN groups in Lisle/Naperville leaped as well, evidence of the leadership's "teamwork" approach to communication.

"Our scores reflect recognition that we must be doing something right, especially when budgets were being crunched and we had reorganization and churn," says Lessek. "I'm sure the community meetings and the two-way communication my peers and I are involved in had an impact. It works, and I'm ecstatic about it!"

* For copies of the Community Meetings guide, call 800-691-4862 (from outside the U.S., call 201-606-2221). □

Talk it "up" with Learn2Lead

How is two-way communication practiced in your group? Do you hold regular community meetings? Do you have any learnings or role models to share?

If communication is a two-way street, then it can't happen without you. That's why NSG leaders are launching **Learn2Lead**, a new employee communications channel. **Learn2Lead** gives NSG employees access to two-way dialogue with senior leaders through email, fax, or voice mail.

Though you can use **Learn2Lead** for any question or comment, *Network!* will also use it to collect your thoughts on specific topics or questions. And we're kicking it off with a query about two-way dialogue and community meetings. Send your comments to **Learn2Lead** and we'll share them with senior leaders and *Network!* readers.

E-mail: attmail@learn2lead **Fax:** 201-606-3221 **Audix:** 800-691-4862 (outside the U.S., 201-606-2221). □

Keeping in touch, anywhere, anytime

AT&T Network Systems Group unveiled a new wireless business telephone that will provide people with immediate voice contact with their customers and each other no matter where they roam throughout their building, office complex or campus.

The AT&T Network System Air Extension® system will equip telephone companies and other network service providers to offer wireless phone service to business users who frequently work away from their desks.

Improved productivity

People using the system can have a wired desk phone and a hand-held wireless phone each with the same phone number and both having access to the same calling features.

"With this service, people won't have to miss important calls when they step away from their desks," says Susan Weber, director - PCS Offer Management and Development. "It will improve productivity by curtailing much of the inefficient, frustrating telephone tag and paging that occurs today."

Rapidly growing market

Analysts cite wireless business communications as a rapidly growing market, and service providers are looking at many ways of offering service. This solution is aimed at wireline public network service providers who can maintain or enhance their base of customers by offering an in-building or on-campus wireless service.

Customer trials of Air Extension system will begin in the first half of 1996. General availability is scheduled for the second half of 1996. □

Scientists break ground on revolutionary research

Bell Labs has a tradition of pushing the technology envelope with breakthrough research and ideas. At this year's Materials Research Society (MRS) Fall Meeting, 34 Bell Labs scientists presented papers on research they hope will push that envelope a little further.

Technological wonders

"The world is excited and impatient for improvements to such technological wonders as the Internet and wireless communications," says Rich Howard, director of Bell Labs' silicon electronics research lab. "If the industry is to make good on

these communications service promises, it will require acres of semiconductors, wiring and transistors to make these communications marvels a reality. The papers presented at the MRS Fall Meeting reflect the advances that pave the way."

Bell Labs researchers presented their papers on issues ranging from the search for the "next transistor" to computer simulations that improve the semiconductor manufacturing process. □

FYI

Deadline approaches for 1996 Academic Awards

The last date to request a 1996 Academic Awards Program application is Dec. 15, 1995. Applications must be postmarked by Dec. 31, 1995. To request an application, call 800-282-2828.

It is recommended that employees' children pick up their completed applications from their high schools and mail them directly to the address indicated on the form. This way, applicants can personally guarantee that their applications are postmarked and mailed on time.

Change in toll discount program

Beginning Dec. 1, 1995, employees who are eligible to participate in the AT&T Toll Discount Programs can include eligible calls from Alaska in their reimbursement requests.

This change, applying to calls made on or after Dec. 1, 1995, recognizes AT&T's acquisition of Alascom, Inc. This new feature will not change the monthly maximum reimbursement amounts. □

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