PACKARD ELECTRIC
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News--briefs

Holiday pay

The Christmas holiday period will begin December 24, 1980 and end January 2, 1981. Paychecks for the pay period ending December 21, will be paid to all shifts on Tuesday, December 23, due to the scheduled holiday shutdown. These paychecks will include estimated straight time pay for hours worked on December 15, 16, 17, 18 and 19, plus estimated holiday for Sunday, December 21, where applicable. Pay for straight time worked during the pay period ending December 28, will be estimated. This pay plus estimated holiday pay for December 24, 25 and 26, where applicable, will also be delivered on Tuesday, December 23. Any additions or deductions necessary to reflect an employe's actual earnings and/or entitlement to holiday pay for these pay periods will be made in subsequent paychecks. Paychecks for employes not at work when these checks are delivered will be mailed. No checks will be available for pickup in the Administration Building on Tuesday, December 23.

Better late . . .

A formal notice of over-payment which was anticipated to be sent on or before December 12, will instead be mailed late in January of 1981, according to Joe Fedyski, SUB coordinator. Warren employes wishing to repay their 1980 SUB overpayment this year to avoid income tax filing difficulties should come to the SUB office with the Ohio TRA paperwork. These employes are encouraged to make their payments before December 22, 1980. Employes who mail their overpayment checks to the SUB office should mail them in sufficient time to be received by Packard no later than December 19, 1980. Employes with questions may call the SUB/TRA office at 373-3502.

Happy Christmas

It is that time of year again when Packard's operations come to a halt, and both man and machine get a well deserved rest. This is the last Cablegram of 1980, and the people who put it into print would like to extend best wishes for the holidays to all our fellow employes and readers. Because of the unusual economic conditions of 1980, the Cablegram has been published on a quarterly basis. Monthly publication of the Cablegram will resume beginning in January of 1981. As always, we will welcome your ideas and contributions, and encourage letters to the editor. Again, have a happy holiday.

Packard Electric Cablegram

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'It was kind of a simple design'

Tradesman earns $10,000 for idea

The most recent winner of Packard's $10,000 suggestion award is John Sentz of Department 4252 in Hubbard.

Sentz, a tool and die maker, earned the award for a device he designed to hold wires in place on the index line.

According to Sentz, "the wires were not staying put in the pallets on the line. We were having trouble holding them."

"I thought there should be something here to alleviate the problem," Sentz said. "I just went to the shop with the print in my back pocket and designed the part and adapted it to the line."

SUGGESTION AWARD WINNER John Sentz at work at his bench in Hubbard. Sentz earned the award for a "spring loaded stomper" to hold wires in place on the index line.

Sentz designed the part for a station on the index line that trims the wire. The part, according to Sentz, is a "spring-loaded stomper" which holds the wires in place on the pallets so they can be cut. "It was kind of a simple design — one of those simple things that works out sometimes," he said.

Sentz said he was "dumbfounded" by the award. "I didn't think it was that much of an idea. I just supplied it and it seemed to work out alright."

"It involved maybe one-and-a-half to two hours maximum to make and install the part, Sentz noted. "I never anticipated this."

This is not the first award for Sentz. Sentz said he and a buddy split a $1,100 award in January of 1980.

Sentz said he enjoyed working along with the engineers. He said it was one of the reasons he left "the main." "I enjoyed working on Thomas Road for awhile. The engineers went along with you. They accepted some of your suggestions."

Asked if he had any plans for the award money, Sentz said his idea of a good vacation is to "go down south and play a little golf." And, he said he and his wife would probably do that in January.

Sentz, 55, started at Packard in 1964 as a machinist. He worked his way from there to form grinding and then to the "benches" as a tool and die maker.

GM names Decker as head of quality

In a move demonstrating General Motors commitment to product quality, GM's Board of Directors announced recently the establishment of a new position in GM — that of vice president in charge of Quality and Reliability reporting directly to the president and chief operating officer, effective December 1, 1980.

Named to the new post was Robert W. Decker, who has been vice president and group excutive in charge of the Car and Truck Group. Mr. Decker, a 38-year veteran of GM, has been the executive in charge of GM's five car divisions, truck and commercial vehicle operations and General Motors of Canada Limited.

Several other key appointments, also effective December 1, were also announced by the Board.

• Donald H. McPherson was named vice president and group executive of the Car & Truck Group, succeeding Mr. Decker. Mr. McPherson has been vice president and general manager of the Buick Motor Division.

• Lloyd E. Reuss was elected a vice president of General Motors and named general manager of Buick, succeeding Mr. McPherson. Mr. Reuss has been director of engineering for the Chevrolet Motor Division.

• Paul D. Pender was named vice president and group executive in charge of the Mechanical Components Group, succeeding George R. Elges, who is on a disability leave of absence. Mr. Pender has been vice president in charge of the Operating Staffs Group, including Industrial Relations, Marketing, Materials Management and Personnel Administration and Development.

• David C. Collier was named vice president and group executive in charge of the Operating Staffs Group, succeeding Mr. Pender. Mr. Collier has been vice president and group executive in charge of the Finance Group. Activities which previously reported to Mr. Collier, including the Financial Staff, the Economics Staff, the information and communications operations and the finance and insurance subsidiaries, will now report directly to Roger B. Smith, executive vice president and chairman-elect.

In a statement concerning Mr. Decker's appointment, the Board said:

"General Motors is determined to give its customers the highest value possible and Mr. Decker's appointment reflects GM's dedication to build the best possible cars and trucks. The importance of product quality cannot be overemphasized in today's highly competitive automotive world. It rates right up at the top along with fuel efficiency and safety.

"Quality is the sum total of experience with a product that the owner has—both actual as well as perceived. Reliability, function, utility and aesthetics - as well as pleasurability - are among the attributes that an owner looks for in any product.

"With new technology and greater emphasis on our employe involvement programs, we will not be satisfied until we meet the expectations of car and truck buyers in the 1980's and beyond."

Andreatta is new chief engineer

Packard Electric Division General Manager James R. Rinehart has announced the appointment of Anthony P. Andreatta as director, Engineering for Packard Electric.

Andreatta, 44, comes to Packard from Guide Division in Anderson, Indiana, where he was chief engineer. He assumed his new duties at Packard on Dec. 1, Rinehart reported.

Packard's new chief engineer graduated from the University of Missouri at Rolla in 1960 with a B.S. degree in mechanical engineering. He joined Guide Division immediately upon graduation and served in various manufacturing and manufacturing engineering positions prior to being named chief engineer in 1977.

Andreatta

He also participated in the Advanced Management Program at Harvard University in Boston in 1979.

Andreatta has been involved in various civic activities during his stay at Guide. He was active in the Red Cross, Junior Achievement, St. John's Hospital Building Committee and a local Boys' Club.

Andreatta will be a member of Packard's Executive Committee which will now be composed of 17 members.

He and his family will soon be moving to the Warren area.

A first for Packard, Clinton

New cable area in production

Wire drawing and bunching are taking a leap forward at Packard Electric Plant 22 in Clinton, Miss., as a result of new equipment purchased from a Belgian engineering firm.

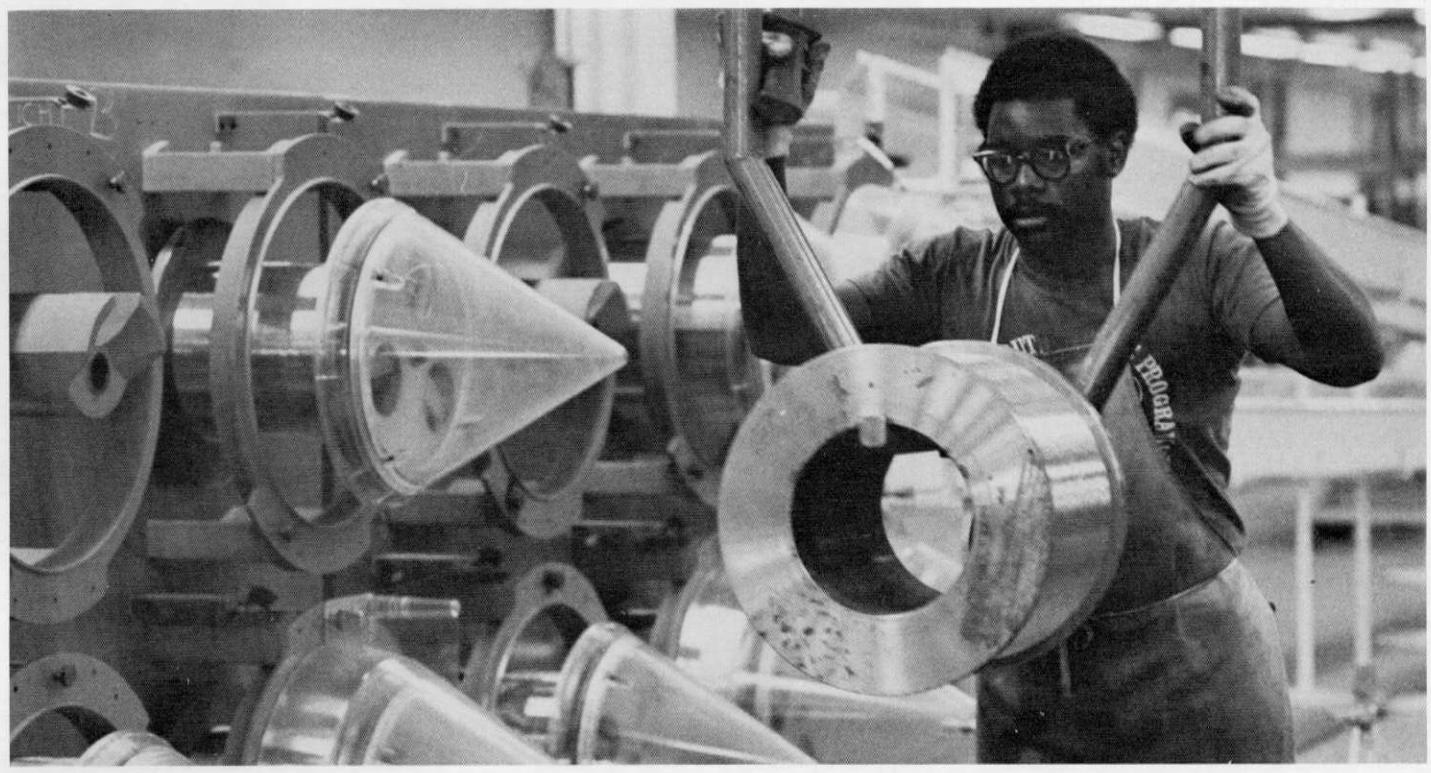
The new High Speed Cable Module, as it is called, will eventually include 20 bunchers and 16 drawing machines. Currently, seven bunchers and eight drawing machines have been installed, according to Don Strub, senior process and production engineer for the area.

"We're the first ones in the world to install and operate these new bunchers," Strub explained. "We purchased the first machine manufactured by Bekaert Engineering in Belgium and we were the first cable manufacturer to put one in operation."

Development of the Cable Module began in 1977 when Packard engineers took a "shopping trip" to Europe in search of state-of-the-art wire and cable producing equipment. "We purchased two drawing machines first for test and evaluation. In fact, the two we originally bought are among three operating in Plant 10 in Warren," Strub noted.

The main production feature of the drawing machines and bunchers can be summed up in a word — speed. The drawing machines run at a 12,000 feet-per-minute speed and turn out wire that is 100 percent annealed.

"The annealing feature is a big help to us. Copper wire has to be annealed to eliminate brittleness, a characteristic which could cause wire to break.



RONNIE BILAL, Dept. 2236 wire mill operator, loads a spool of wire onto one of the new bunchers in Plant 22's High Speed Cable Module.

Traditionally, there is 'hard wire' at the beginning and end of each reel drawn. On older machines that's the result of the annealing process halting when drawing falls below a certain speed, typically at start-up or shut-down. There's not an inch of hard wire on a 300 pound reel of copper wire. The 12,000 feet-per-minute is about twice as fast as our old process," according to Strub. Ease of operation is another feature. Reel changes are automatic and require no lifting by the operator. A spare reel is rolled into place and the finished reel is rolled off.

Speed is also evident on the bunching units. The high speed bunchers run at 5,500 twists-per-minute versus the old 2,400 twists-per-minute rate. The bunchers load 170,000 feet of 0.8mm core, about 1,000 pounds, of copper cable onto a reel. Re-stringing wire into the buncher is also simplified through the use of spare reels of wire mounted in place. When a spool runs out, the operator welds the ends and is running again in a few moments. As on the drawing machines, no lifting or hoisting is required to change the full 1,000 pound reels.

The new High Speed Cable Module is composed of Depts. 2234 and 2236 and all machines are expected to be operational by April, 1981. In addition, a new rod mill is being installed to work in concert with Plant 22's cable production area. Strub reported the mill should be in operation by January.

Along with the new equipment came a new look to the southwest corner of Plant 22. The machines are painted either a light blue or white and feature contrasting colors in representing the three arrows from Packard's logo. "The look of the area was important to us. The bright machines make for a more pleasant work environment and encourage everyone to pay attention to housekeeping," Strub said. It's not unusual to see machine operators wiping smudges from their equipment several times during a shift.

The machinery is coded in a unique way which is in keeping with Packard's growing international flavor. The machines are coded alphabetically by using the names of various countries which are lettered on individual units such as America, Belgium, Canada, etc.

ROBERT MILTON, Dept. 2234 rod mill operator, checks wire drawn through one of the machines he operates in the High Speed Cable Module.

Packard to operate newest GM acquisition in Germany

General Motors negotiated an agreement Dec. 16 with Netherlands-based NKF Groep, a subsidiary of N. V. Philips, to acquire NKF's interests in automotive component plants in Germany and Spain. Terms of the agreement and purchase price were not disclosed.

These facilities include Kabelwerke Reinshagen GmBH in the Federal Republic of Germany, and NKF's 51 percent share of Unicables S. A. in Spain, a joint venture.

The acquistion is expected to be completed by the spring of 1981. Packard Electric Division will be assigned operating responsibility for the facilities.

General manager offers thoughts for season

Some of you may remember the words I used at this time last year. I said that 1979 and 1980 taken together would be the greatest challenge that Packard and its people have ever faced; and that it might well be the ultimate test of just how good an organization we are. A year ago. I was confident we would pass the test, and I'm elated to report that we surely did — and with flying colors.

I cannot report it was easy. It required sacrifice, hard work, good will and cooperation from everybody, but each of you responded.

General Motors has built over a million C-3 equipped cars and our product is performing as designed. The branches are all started and running well, and most importantly, all Packard people are back to work. All we need now is a pick-up in car sales, and all our prayers will have been answered.

And now, let me wish each and every one of Packard's people a most Merry Christmas and a Happy New Year. I'm proud to be a part of this organization and am eagerly looking forward to what we will accomplish in 1981. God bless you all.

Packard employes clown, make others laugh

by Michael Hissam

"The shortest distance between two people is a smile. . ." That sentence, attributed to comedian Red Skelton, has become a motto of a group of Packard employes who entertain and amuse youngsters and adults by becoming clowns for the Ali Baba Grotto.

Eight Packard employes are involved in the effort for the Bazetta-based grotto which is affiliated with the Masons, reported Fred Schiavone, president of the clown group and also a Dept. 515 employe. "What we try to do is make life just a little more pleasant by creating an atmosphere of continuous sunshine and good fellowship. Any proceeds for our efforts help provide dental work for handicapped children and also for aiding youngsters who have Cerebral Palsy," he said.

Plant 45 employe Cecil Schrecengost was one of the original Ali Baba Grotto clowns when the group formed in 1962. Schiavone and Packard employes David Kale, Dept. 947; Don Stark, Dept. 947; Jared Murphy, Dept. 950; Charles Rhine, Dept. 1434; Chuck Martin, Dept. 4104; and Ray Grant, Plant 41; joined since that time. Several others, non-Packard employes, also participate with the group, Schiavone said.

Martin noted that a prerequisite is membership in the grotto. "We meet with those who express an interest in becoming clowns and we advise them concerning faces and acting.

"One thing that we stress is a balance of happy-and-sad-faced clowns. We then meet monthly to work out skits. We subscribe to a clown magazine which offers new ideas. We also devote lessons to the art of making balloon animals. We enter into competition against other grotto groups in the state," Martin said and he noted that the local group recently earned a second place award for parade routines during the state grotto convention. The group placed first for routines used in hospital visits, he added.

Beside the training and the rehearsals, there is an additional element of being a clown that the public does not usually see,

Schiavone offered. "It involves makeup and costumes. Each man is responsible for his own makeup and his own costume. It now costs about $150 to get started with both and there are suppliers around the country who sell us needed items. Some guys even go out and purchase minicycles to use for parades. . . I'll bet I have more tied up in makeup than my wife does," Schiavone quipped.

PACKARD MEMBERS of the Ali Baba Grotto in garb. From left; Cecil Schrecengost (Dept. 4501), David Kale (Dept. 947), Fred Schiavone, president (Dept. 515), Don Stark (Dept. 947), Jared Murphy (Dept. 950), Charles Rhine (Dept. 1434), Chuck Martin (Dept. 4104), and Ray Grant (Plt. 41).

Schiavone added that once a clown puts on his face and costume, a new personality emerges. "One's behavior changes. You do things you would be too shy to do. You're not as self conscious.

"In fact, the clown's identity changes. He never answers to his real name when he's in costume. He answers to a nickname. When we're in costume, we always call each other by our nickname."

Martin added that the group will have made more than 30 appearances this year. "We mostly perform in the Mahoning Valley and in a 50 mile radius of the area. We carpool to our shows and we double check to make sure we have enough balloons and candy before we leave home.

"Better than 50 percent of our appearances are for children in hospitals," Martin noted.

Those experiences in hospitals many times become trying - and crying - experiences for the grotto clowns, Schiavone confided. "Each of us develops an instinct not to scare the kids. We learn how to make them smile. It is the art of pantomine.

"It is very important for us to get down to the kids' level. Some of those kids are only three or four feet tall. We have been known to enter their hospital rooms on our hands and knees. That literally puts us on their level. We start out with a wave to a youngster, but never press a youngster to respond. It is our jop to make the child want to respond with a smile or a laugh.

"Many times as individuals we get wrapped up in our own life. We take our own kids for granted. Then you go into a hospital room and look at a youngster who is crippled, or deformed or mentally handicapped - yet the kid looks at you and gives you a smile. One of the most trying experiences emotionally is to look at the youngster's parents after you have spent some time with your new 'friend.' That couple is so happy that someone took a moment to spend with their child. Many times our guys leave the room with tears in their eyes."

Although the life of a grotto clown can be emotionally trying, there are those lighter moments associated with the activity, Martin recalled.

"Sometimes we put on our makeup at home, jump in the car and drive to the engagement. Sooner or later there is a red light and a car full of kids pulls up next to you. . .

"One time, one of our guys drove past a traffic cop. The officer then proceeded to follow our man all the way to the location where we were performing.

"Motorcycles and cars we use in parades 'never let us down.' No matter what we do to keep them tuned up. . . they either fail to start, or quit running, and we wind up pushing them down a street!"

One Ali Baba Grotto clown activity that does not require makeup or custome is the annual Grotto Circus at the Struthers Field-house. "We take youngsters from the Fairhaven School for the Retarded and from special education classes from across Trumbull County. For this year's circus, we took nearly 300 kids - we paid for everything for them. I don't know who had a better time - us or them," Schiavone said.

"Remember," Martin maintained, "Everybody laughs, smiles or waves at a clown."

Strong signals cause no problems

Engineers test radiation effects on 'airbags'

by Michael Hissam

Radio signals have been known to cause some strange phenomena. From time to time, one reads of a poor unfortunate soul who receives a radio station by way of a filling in his left molar. Fluorescent lights located near a high-powered FM radio station emit an eerie glow at night, long after the switch for the lights has been turned off. "Ratchet Jaw" shows up on a nearby church organ while trying to reach a good buddy on CB channel 19 for a "Smokey Report."

Such events may seem amusing, but there is a very serious side to the phenomena, especially as it pertains to automotive wiring.

Concern over possible side effects of radio signals on automobiles resulted in two engineers from Packard's Advanced Engineering Department sharing a cross-country journey to study effects of a electromagnetic radiation (radio signals) on a critical element in General Motors' inflatable restraint system (airbag) which will be an option beginning with 1983 model "B" and "C" body cars.

Ron Terry, project engineer, and Larry Matola, associate project engineer, focused their attention on the effects strong signals would have on a short, thin piece of wire which is a key element in the activitation of the inflatble restraint. Their concern was that strong signals could heat the wire to the point that it would activate the system, resulting in a potentially dangerous surprise for the driver and passengers of a car equipped with such a device.

The four-week effort by the Packard engineers (along with representatives of the GM Technical Center and other GM divisions) was not a required specification test. It was a supplementary effort to prove that testing of the inflatable restraint system did not miss anything in "the real world situations," they reported. They were to learn that there was an immense safety margin in the "real world" for the wire.

"The inflatable restraint system activates when it detects impact. The 'airbag' system offers more safety because the occupants of the front seat have no choice about ignoring safety precautions as they do when they refuse to buckle their seat and shoulder belts. Although inflatable restraints do not necessarily totally prevent injury, we believe that they can reduce the fatality rate by three or four times in the types of cars in which they would be used," Terry explained.

Matola noted that the "wire" in question (there are really two of them, with the second being a back up to the first) plays its role in the activation of the system about midway in the sequence:

"There are two vehicle deceleration sensors in this system. One is mounted in front of the radiator; the second at the base of the windshield. At the moment of impact, contacts in each sensor close simultaneously and complete a circuit. Electricity flows in this circuit and reaches a device known as an Initiator, which is similar to a blasting cap.

"Inside the Initiator are the two wires. The wire (in use) heats and activates surrounding explosive elements. That, in turn, ignites a generator which forces gas into the "bag" which is then thrust toward the occupants of the front seat. The elapsed time of the entire procedure is about the same as what it would take to drop a coin three-quarters of an inch," Matola said.

Matola explained that there are two systems, one for the driver and the other for the passengers to the right, and that the Initiator and gas generator are housed in a stainless steel container. The driver's "airbag" is tucked into a unit on the steering wheel and the passenger's inflatable restraint is behind the lower part of the dashboard, he noted.

During their trip in specially equipped cars, live Initiators were not used. In place of the Initiators, special test devices were used to measure the

(Continued on Page 6)

Cashman leaves legacy of trust . . .

by Michael Hissam

In September of 1946, a 24 year old Howland man went to work as a stock handler on Packard's shipping floor. The new employe, Robert M. Cashman helped load and unload trucks as part of his job, which then carried the tag, "Barrelroller."

Cashman, 58, retired Dec. 1, completing a 34-year career at Packard. At the time of his retirement, he was director of North River Road operations, one of several staff level positions he held during his tenure. He based his career on "trust in people; something which was never violated at Packard."

His time on the loading docks was relatively short in that Cashman was accepted that year at the General Motors Institute in Flint, Mich., where he majored in industrial engineering.

He recalled the job was different on the docks then compared to what is found today. "In those days there were no hydraulic ramps to adjust to the level of the truck. We used wooden planks and moved heavy barrels by means of a hand truck. If the hand truck went off the planks, look out!"

Upon completion of his GMI studies in 1951, he was assigned to Packard in what then was known as time study — a job which would be part of Industrial Engineering today.

"Quality," said Cashman, "was also important in the 50's, but it came by way of individual performance. In those days, it was a sense of duty that led to higher quality products. Our motto then was: 'Do it right the first time.' Since those days, quality has gained new sophistication. It is highly statistical now and is really in its own world," he said.

Packard's growth in the 50's and 60's represented a contribution to the Trumbull community by both Packard and General Motors, Cashman explained. "To be a part of a company providing work opportunities was a very satisfying experience. Our younger people could find a future here. They didn't have to leave their hometowns, extended family and friends to make a living someplace else."

Cashman observed that during Packard's years of growth during the 50's and 60's there was also a change in the attitude of the workforce. "It was part of the overall change in society. There came to be more questioning of traditional values. Dedication to the job and the company did not remain as strong as it did during earlier generations, at Packard and elsewhere.

"People changed in those years, but management didn't and employes were just 'turned-off.' Packard may be described as a front-runner in participative management, however, in reality, we were late . . ."

He mentioned that his committment to participative management at Packard became more intense as he became responsible for production operations in Warren during the mid-1970's, just after GM announced the "No bricks and mortar, no hiring" policy for Packard — Warren.

"What I saw was a challenge from Jim Rinehart when he became division general manager. That challenge was to improve management style to be compatible with the needs of the workforce and the union.

"Communications was a key. I saw a need for people to know the business of the company and how they make that business happen. Knowledge and intelligence leads to cooperative action, and that is what has been happening at Packard more and more during the past few years," he declared.

Cashman recalled that in the 40's people did not want to share the responsibilities of joint decision

Cashman

making. "The idea of responsibility then was to do the job. Now, people want the responsibility that goes along with the higher education and awareness they have. The people out in the plant are just now beginning to apply their knowledge to the needs of the business."

He added that participative management and additional knowledge of the business will be important as Packard's energy distribution products take on additional sophistication in the 1980's. "That progress should not be feared. I see the development of people, processes and quality moving ahead every bit as fast as technology. People will not be out of balance with the times at Packard."

Cashman has served as board chairman of the Catholic Charities of the Youngstown Diocese and also as board chairman for the Catholic Social Services of Trumbull County.

He is a past chairman of the Trumbull County United Way, but is still active with that group. He remains on the boards of directors of the Red Cross and St. Joseph Riverside Hospital. Cashman is also a member of St. James Church, the Chamber of Commerce, the Kiwanis, the American Society for Quality Control and the Youngstown Chapter of the American Institute of Industrial Engineers.

"A person has to have a sense of community — belonging," said Cashman explaining his participation over the years. "It all starts with the family and the Golden Rule and grows from there. It is trust which is generated by honesty in word and deed."

Cashman reflected on his belief in trust when he described the retirement dinner given him by Packard's joint union-management Jobs Committee. "I sat between Mike Bindas (Local 717 shop chairman) and Morris Muntz (Local 717 president). They presented me with a plaque. Only five years ago, such an event was totally unheard of. The union at Packard has had as much to do with the improvements in Warren as management has. That total trust between us has helped Packard very much."

. . . Sims retires with faith in quality

"I felt fortunate to be in Quality Control at such a critical time. Packard is moving into the third era of quality development — the era of electronics. Packard is going to be looking at what it is doing in making a product rather than examining the product it built . . ."

With that statement, Robert H. Sims reflected on his Dec. 1 retirement. The director of Reliability and Quality Control leaves after 32 years service to GM, 31 of which were with Packard.

Sims, 59, joined Packard in 1949 after working one year at the GM Truck and Coach Division in Pontiac, Mich. One of his first assignments saw his return to the Wolverine state to work at Packard's Detroit Sales office. "General Manager B. N. MacGregor asked me to work in Detroit. We were unique in our approach in several ways in those days when it came to dealing with our customers. We not only sold them goods; we sold them Packard services. We treated all customers equally well. Our goal then—and now—included making them want to do business with us," he said.

Sims' Detroit assignment gave him a different perspective of a Packard Electric growing and expanding in Warren in the 1950s. "When I would come to Warren, the shift changes were an awesome experience. All those people depending on this business, and we had the responsibility to provide the business for them."

Those trips between Detroit and Warren were also experiences of another kind in those pre-interstate highway days in the 50s, he recalled: "It was an eight-to nine-hour drive to Warren. There were fewer trips between the Detroit and Warren Packard facilities. I do remember that one could make the trip by train in those days."

It was in the late 50s that Sims' work helped shape business policies for a growing division. "We established prices based on order volume. That enabled us to eliminate low volume part numbers, and saved the customers money by their switching to higher volume, lower cost items."

Sims

Sims recalled that the Detroit Sales office offered Packard's sales people the opportunity to be close to the needs of the customers - the car and truck assembly plants - and innovate to meet the changing needs.

"During the late 50s, we found that we could modulize the wiring harness. That is, break the harness into sections to facilitiate handling. What that development created was a need for a good connector system to handle the connections for the reassembly harness in the vehicle frame. For Packard, that resulted in new lines of terminals and plastic connectors," he explained.

Packard's reaction to increasingly complex product demands in the late 50s and early 60s lead to efforts by Sims and others at Packard to convince customers that more vehicle wiring content should be manufactured at Packard.

"One such effort dealt with the so-called 'pig tail' on electrical components. Until that time, wires, 'pig tails,' went from electrical components such as lamps and were attached to Packard harnesses. We were able to get the design changed so that the connections would be part of the Packard harness and the harness could be plugged into the electrical component, such as a tail lamp, during the vehicle assembly."

Sims pointed out that cost competition was vigorous in the 50s and 60s "but that our development work kept us in front of competitors, many of whom offered less costly products. Had our customers gone to other, less expensive, suppliers they would not have had the benefits of our developmental work. We kept our customers happy and we kept our customers."

He returned to Warren in 1960 as sales manager of cable products. In 1971, he was named to Packard's staff as director of Production Control and Purchasing. One year later he became general sales manager and in 1978 Sims was appointed director of Reliability and Quality Control.

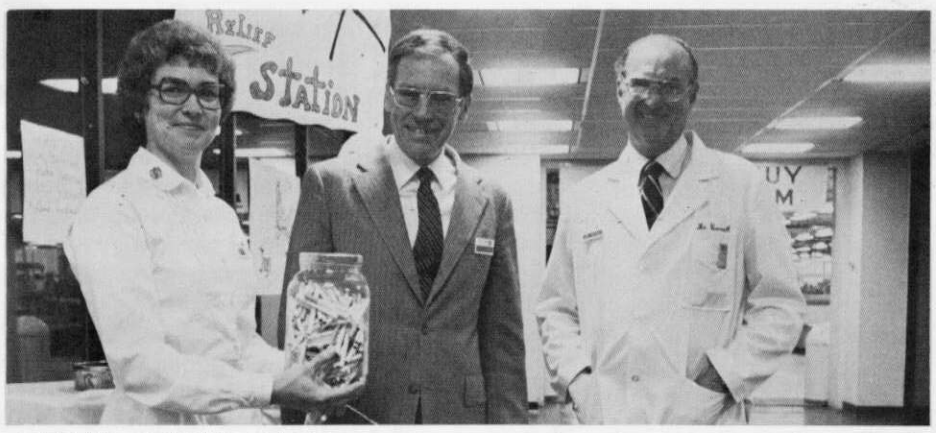
"Packard's movement of people from area to area is unique in that people have more opportunity to learn about the total business. The moves also encourage people to look for the betterment of the entire division, not just an area inside the division," Sims commented.

Looking back, Sims pointed to two previous eras for Quality Control at Packard. "The first era, 100 percent inspection of harnesses, ended in 1977 when we moved to the sample inspection method.

"Now, we have just entered the third era, that of electronics. We have and will shift our Quality Control efforts to the in-process area. It means we look at what we're doing to make the product rather than focusing on post-production inspection. It means we put stricter quality controls on the process. We're beginning to see more attention being paid to equipment as it is designed to make products with quality levels that we have never seen before."

Sims remains active in several organizations. He is a member and past chairman of the Trumbull County Chapter of the American Red Cross, the board of directors of the United Way of Trumbull County, the Warren Chamber of Commerce, the Central Christian Church, the American Society for Quality Control, the Society of Automotive Engineers, the Soaring Society of America and the Cleveland Soaring Society.

He previously served on the boards of directors of the Family Services Association, the Community Chest, the YMCA and the Warren Chamber Orchestra. Sims also was a member of the Kent State Trumbull Campus Advisory Board.



BETTY COTHERN R.N., displays cigarettes in a jar to Mississippi Governor William Winter and Dr. Jim Barnett, Plant 23 physician. The governor supported Brookhaven's efforts toward promoting the American Cancer Society's Great American Smokeout Nov. 20 by visiting the plant for a brief tour. The Plant 23 promotion featured contests in which the prizes were "cold turkeys."

Radio signals don't trigger airbags

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heating effect of the high intensity radio signals. Those measurements were then compared to minimum electrical energy levels already proven to activate the system.

"What we found was that in the most intense situation, a location in Denver, that the wires would have heated to only five percent of the amount of energy needed to trigger the system. That test was conducted in front of what is called an 'antenna farm' which is a site of several FM and TV transmitting antennae. We also found that the system was most responsive - if you want to call five percent responsive - to FM and low band (Channels 2 through 6) VHF television.

"Tests in front of Loran (Navigation direction-finding), AM radio, high band (Channels 7 through 13) VHF-TV, radar, high voltage electric transmission lines, shortwave transmitters and Coast Guard communications systems did not approach levels that over any period of time could cause activitation of the system," Terry explained.

What made this test valuable is that readings were taken along public highways, and in some cases, with special permission, immediately beside the transmitter or antenna, explained Matola. "This differed from a laboratory situation in that in the laboratories it is difficult to completely simulate the real world environment."

Terry also pointed out that during a stop by high voltage lines at the Hoover Dam the test results were fine, but that the entire AM radio band was one earsplitting buzz.

Matola related that one test site was in front of an air traffic control radar unit near San Antonio. "That device is alleged to have wiped out a nearby computer once every twelve seconds as it made its scan of the skies."

Some of the more bizarre stories of what radio waves can do occurred while Matola stopped near Cincinnati to see what would happen at another 50,000 watt AM transmitter and also in front of nearby shortwave antennae booming our the equivalent of 25 million watts of power. (Remember, the little wires in the initiator would not have been affected, according to the tests.)

"There was a light fixture two years ago in a tuning building for WLW, an AM station. The fixture was held in place by lead. One day, the lead heated to the point that it melted.

"Not far away from WLW are Voice of America (VOA) shortwave antennae. If one would park a car in front of the beam and turn on the radio (AM), but leave the sound turned completely down, that person would hear a VOA program at what would be at normal volume level. The VOA signals also have the reputation for being reproduced by nearby waterpipes, bathtub fixtures, bedsprings, fences and, in a few cases, fillings in teeth," Matola recalled.

In reviewing the results of the tests, both Terry and Matola, stated that their confidence in the inflatable reatraint system's immunity to radio interference, already high, was bouyed even further. "Here was a case of taking the testing into the real world. It shows the initial tests in the labs did not miss anything."

Retirees' corner

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Dept. 1069 - 29 years
Catherine W. Tupper
Dept. 1341 - 12 years
Delores T. Yauger
Dept. 859 - 23 years
Nancy D. Tucker
Dept. 1444 - 14 years
George J. Postlethwait
Dept. 1211 - 23 years
Henrietta D. Kramer
Dept. 1266 - 12 years
Margaret W. Maus
Dept. 1211 - 17 years
Kathleen Rose
Dept. 70 - 25 years
Elizabeth V. Whitney
Dept. 83 - 28 years
Stanley Tanner
Dept. 552 - 15 years
Helen D. Geddes
Dept. 1354 - 32 years
Pauline H. Phillips
Dept. 1354 - 27 years
Irene A. Larsen
Dept. 1346 - 30 years
Julia V. Hitmar
Dept. 1141 - 30 years
Nancy P. Krossman
Dept. 1235 - 11 years
Dominic A. Santangelo
Dept. 954 - 36 years

Robert R. Talkington
Dept. 552 - 44 years
Helen H. LaVelle
Dept. 1474 - 22 years
Joann P. Sipusic
Dept. 1263 - 11 years
Barbara O. Dolan
Dept. 4474 - 17 years
John T. Repa
Dept. 515 - 25 years
Robert H. Sims
Dept. 77 - 32 years
Robert M. Cashman
Dept. 77 - 34 years
Dorothy D. Carty
Dept. 57 - 37 years
James D. Kelly
Dept. 547 - 30 years
Rosie C. Spirko
Dept. 1130 - 34 years
Florence U. McDougal
Dept. 874 - 30 years
Frank J. Sabo
Dept. 910 - 21 years
Joseph H. Gorse
Dept. 954 - 45 years
Jennie K. Lenzi
Dept. 1438 - 24 years
Lenore G. Salatino
Dept. 4203 - 28 years
Ergomine T. Iannucci
Dept. 1301 - 30 years

Betty K. Ronghi
Dept. 1431 - 30 years
Mildred R. Yohem
Dept. 1233 - 28 years
James G. Moon, Jr.
Dept. 310 - 33 years
Roberta C. Whiteside
Dept. 1353 - 10 years
Robert E. Gano
Dept. 1111 - 15 years
Margarte L. Patrick
Dept. 1108 - 12 years
William F. Becker
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Veronica K. Valasek
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Mary Grace Kellar
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Joseph B. Harris
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Nancy Jo Nochta
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Charles S. Straley
Dept. 915 - 32 years
James J. Gerrity
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Joseph Perhach
Dept. 1002 - 33 years

Walter J. Marks
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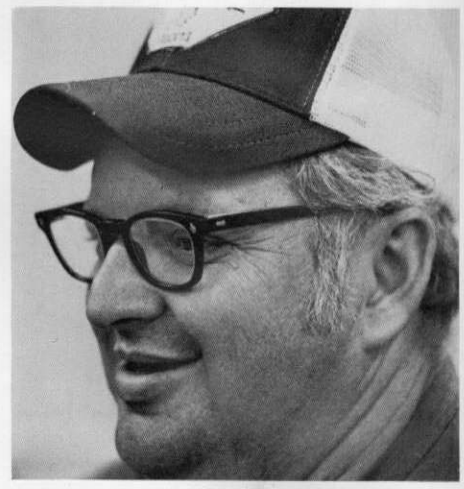
Packard probe

QUESTION: What effect do you think the Reagan-Bush administration will have on the auto industry specifically and the American economy in general?

Billy Ashley
Dept. 2311

"I believe it'll be better than it was. The way it was, it looked like we were going the wrong way, now I hope it straightens out. I believe they'll be more sensitive toward business."



Ashley

Byrd

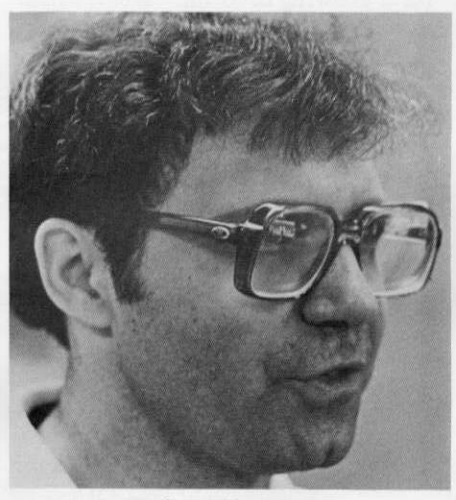
Doris Byrd
Dept. 2134

"Hopefully it's going to improve. I think most anything would be an improvement over the last four years. Things should get better if Reagan does what he said he was going to do."

Joe Rubinic
Dept. 516

"I think both will turn around, as they have in other administrations. I think Reagan will get credit for it."

Rubinic



Scaglione

Gus Scaglione
Dept. 515

"I don't think there will be much effect on the auto industry and the economy. Neither will have the boost they would have had had Carter remained in there."

Mary Hernon
Dept. 55

"Mr. Reagan is for big business. I feel that will boost the American economy, and GM won't suffer either."

Hernon