



PACKARD ELECTRIC

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Packard Electric selects world class quality symbol



PACKARD ELECTRIC WORLD CLASS QUALITY

Packard Electric's World-Class Quality Symbol competition ended recently with the result being the first prize of \$750 worth of savings bonds being split between two co-winners. James Workman, a die setter and operator in Dept. 1137, and Ken Cooper, a HIPS operator in Dept. 4501, will both receive the cash value before maturity of \$375 in savings bonds. The official announcement was made by Bill Wehmer, Packard's Reliability and Quality Control director, at a June 11 luncheon honoring the two winners.

The contest, which began with an announcement in the November issue of the **Cablegram**, was open to all active Packard U.S. employees. According to Wehmer, the symbol contest was initiated to develop a symbol to serve as part of

a quality recognition program for individuals, departments, plants and suppliers.

Workman, who will have 25 years of service with Packard this year, relied on his high school mechanical drawing experience to develop his entry.

Cooper, a 13-year Packard employee, made the development of his symbol a family affair. He first discussed the symbol project with his Packard-employee wife to get some ideas. He then sat down with his son who is taking art classes to sketch the final entry.

Wehmer noted that of the 123 contest entries, about 67 percent were submitted by hourly employees with the remaining 33 percent submitted by salaried employees.

He added that a 10-person selection committee was developed from

hourly and salaried representatives from Packard's Warren and Mississippi Operations. Serving on the World-Class Quality Symbol selection committee were Wehmer, committee chairman, Mary Jane Taylor, Public Relations director, Nick Bozich, manufacturing manager of Plants 41, 42, 44 and 45, Bob Dettinger, senior coordinator, Business Planning and Dave Schramm, manager of Advanced Vehicle Systems.

Also serving on the selection committee were Joanne Davis, Plant 44 auditor, Dave Caraway, Plant 10 SPC coordinator, Dave Eckman, Plant 23 organizational development representative, Steve Marrie, IUE Local 717 financial secretary and Mike Verina, professional advisor from Twin Custom Art in Niles.

Wehmer explained that the committee was trained by Mike Verina, the committee's professional consultant, on what symbols generally represent and what the Packard symbol in particular should express.

Wehmer noted that the committee had to decide fundamental questions such as whether to use the traditional Packard arrows. "We decided that we did want to have a sphere representing the world." He added that after the training, the committee began examining the entries.

Wehmer stressed that all the articles submitted for the contest were well produced and made the selection process difficult for the committee. "The people were really sincere when they submitted their entries," said Wehmer.

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Newsbriefs

Military operation for GM

In order to strengthen its position as a supplier of military vehicles, GM has set up a new Military Vehicles Operation (MVO), according to Dr. David Potter, vice president in charge of GM's Power Products and Defense Operations Group. The Military Vehicles Operation will be headquartered at GM's Technical Center in Warren, Mich., with additional operations at Indianapolis, Ind.

"MVO will be staffed to undertake several different programs simultaneously with resources devoted to each program. It has the ability to compete successfully in the areas of propulsion, electronics, frames and systems," Dr. Potter stated.

GM participates in the military vehicle defense market today by manufacturing a Commercial Utility Cargo Vehicle (CUCV) for the U.S. Army.

GM production still rising

General Motors produced 581,958 cars and commercial vehicles in the U.S. and Canada during May compared with 515,749 during the same month last year. For the first five months of 1984, GM's vehicle production in the U.S. and Canada stands at 2,991,633 versus 2,306,136 units for the same period a year ago.

Luxury imports from Ford

Ford Motor Co. is attempting to become the country's largest importer of expensive European cars by the end of the decade, according to the *Detroit Free Press*. Ford plans to sell up to 100,000 sports and luxury sedans annually from its German subsidiary. Ford expects the high performance European models to sell for \$15,000-\$25,000.

55 mph versus seatbelts

GM's Detroit Diesel Allison employe newsletter **The Power News** reports that compliance with the national 55 mph speed limit is lowest in California (65 percent of the drivers ignore it), followed closely by other western states and Texas. The article notes, however, that "people who are ignoring the '55' are not necessarily unconcerned about safety . . . Californians have the highest level of seat belt usage in the country. Conversely, seat belt usage is lowest in the northeast, where adherence to the 55 mph limit is highest."

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Packard adopts worldwide quality symbol

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Based on Verina's professional advice the committee inspected all the entries and decided that the symbols submitted by Workman and Cooper most closely represented what the committee wanted the Packard quality symbol to be. The committee then incorporated the best elements from the two entries to come up with Packard Electric's new World-Class Quality Symbol.

Wehmer explained that the committee met four times during the

selection process. "After we got involved in seeing what a symbol really was, we decided to take enough time to make sure we did this right," he said.

Before the symbol will be used, criteria for world-class quality must be developed by two committees. He added that one committee will represent Packard's manufacturing operations and the other will represent Packard's staff functions. Together the committees will decide on the quality criteria necessary for both products and individ-

uals in order to receive an award containing the world-class symbol.

"We're looking at world class both in terms of product quality as well as individual quality and that is the most important aspect of this symbol," stressed Wehmer.

Wehmer noted that the new quality symbol will be used for the first time later this year when Packard issues plaques to the plants which exhibited the best quality performance for the 1984 model year in each of Packard's operating areas.



James Workman (left to right), Dept. 1137, and Ken Cooper, Dept. 4501, compare their original designs with the final Packard quality symbol design. Bill Wehmer, Packard's Reliability and Quality Control director, and Mary Jane Taylor, Packard Public Relations director, served on the selection committee.

Packard Brookhaven plant uses video taping for job retraining

by Patricia Reilly
public relations intern

A majority of Packard Electric Brookhaven workers are learning how to perform new jobs, and how to do them right—with some visual stimulation. Since October 1, plant training coordinators have been easing Brookhaven's shift from assembly line work to lead prep manufacturing by displaying proper procedures for several operations which are new to some employes at the Brookhaven plant.

Videotapes and supervised instruction are supplementing traditional job training methods, ac-

cording to Chuck Hathaway, production engineer at Brookhaven, who supervised introduction of the videotape training program. The initial tapes gave instruction in Artos cutter, die change and mold set up. Soon after came videotapes on knife block set up, LFT cutter set up and, most recently, AC die set up. Eventually they hope to have a videotape for each operation at the Brookhaven plant.

What are the advantages of this mode of instruction?

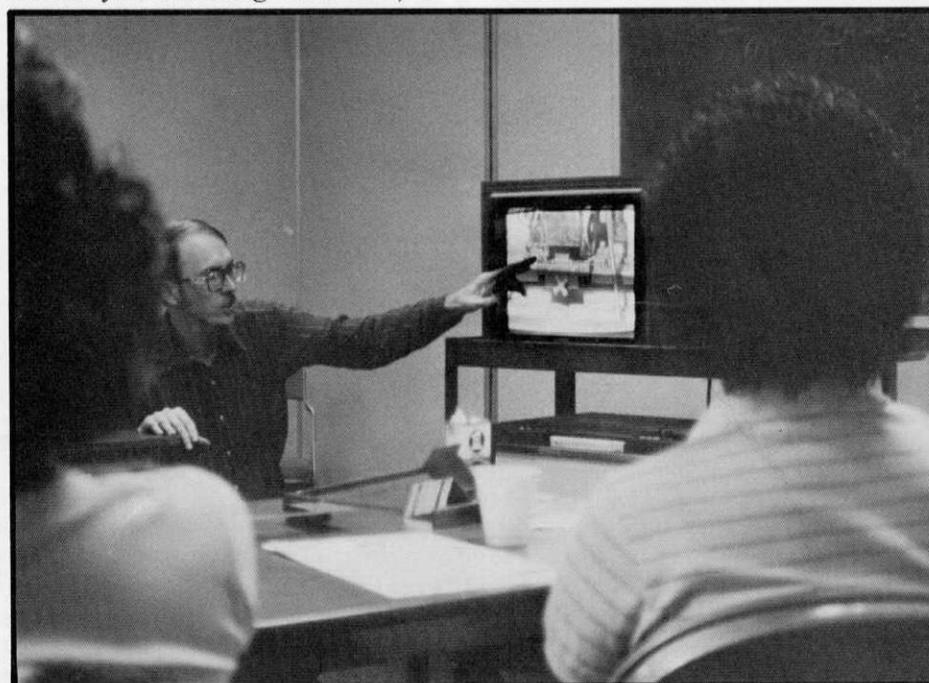
Hathaway attributes the employes' better understanding of correct set up and equipment

operation directly to the classroom videotape instruction adding that anything presented visually seems to be retained better and accepted faster. He expects the new training method to reduce scrap and downtime.

"Through the use of videotape if you had a problem we can take you back in, plug in the videotape and you can pick it up again," said Ed Zuga, Brookhaven plant manager, who suggested the videotape training program to aid the retraining of the more than 300 employes at the Brookhaven plant.

"Prior to this (videotaping) we didn't have a formal training program," Hathaway explained. "If we moved someone (from the assembly line) they were just put on the floor with an operator already there, and if that operator had some bad habits they were passed along."

The videotraining program at Brookhaven is unique, but the way in which the program is being funded is perhaps just as unique. The Brookhaven plant incurred only the cost of the blank videotape cassettes. Copiah-Lincoln Junior College vocational technical department and Golden Triangle Vo-Tech Center in Starkville, Mississippi performed all the videotaping at the Brookhaven plant free of charge to Packard Electric, due to the fact that the program is state-funded. The scripts for the videotapes were written by Hathaway and training coordinators Milton West and Fred Stegall. Training



Milton West, Brookhaven training coordinator, emphasizes a point on a video training tape.

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Imprinting and transfer printing

Packard Electric Clinton plant features color coding in its printing business

by Mark Rollinson

Most people who buy a new GM car do not inspect their fuseblocks. If they did they would notice that each location is labelled with white letters for easy identification of every electrical accessory in the car. What most consumers may not realize is that Packard Electric's Clinton, Ms. plant not only produces all the GM vehicle fuseblocks and junction blocks, but also imprints them before they are shipped. And this year something new has been added. Packard's Clinton plant is color coding certain fuseblocks and junction blocks specifically to make connections easier for workers at GM assembly plants.

Transfer color printing

"We've never color coded a lot of things until this year," said Carl Widdig, senior machine engineer at Packard's Clinton plant. He explained that a transfer printer was purchased by the plant primarily for color coding the J-car fuseblock. "We started color coding the backside of connections for the J-car and people (at the assembly plants) liked it."

Widdig explained that the color coding on the J-car fuseblock was necessary due to the location of some accessory connections on the fuseblock. "It was unhandy," he said. "These connections are made on the backside of the fuseblock of the J-car at the assembly plant during assembly."

He emphasized that the auto plant assemblers are the people who most directly benefit from Packard's color coding. "This is an aid in the assembly plants."

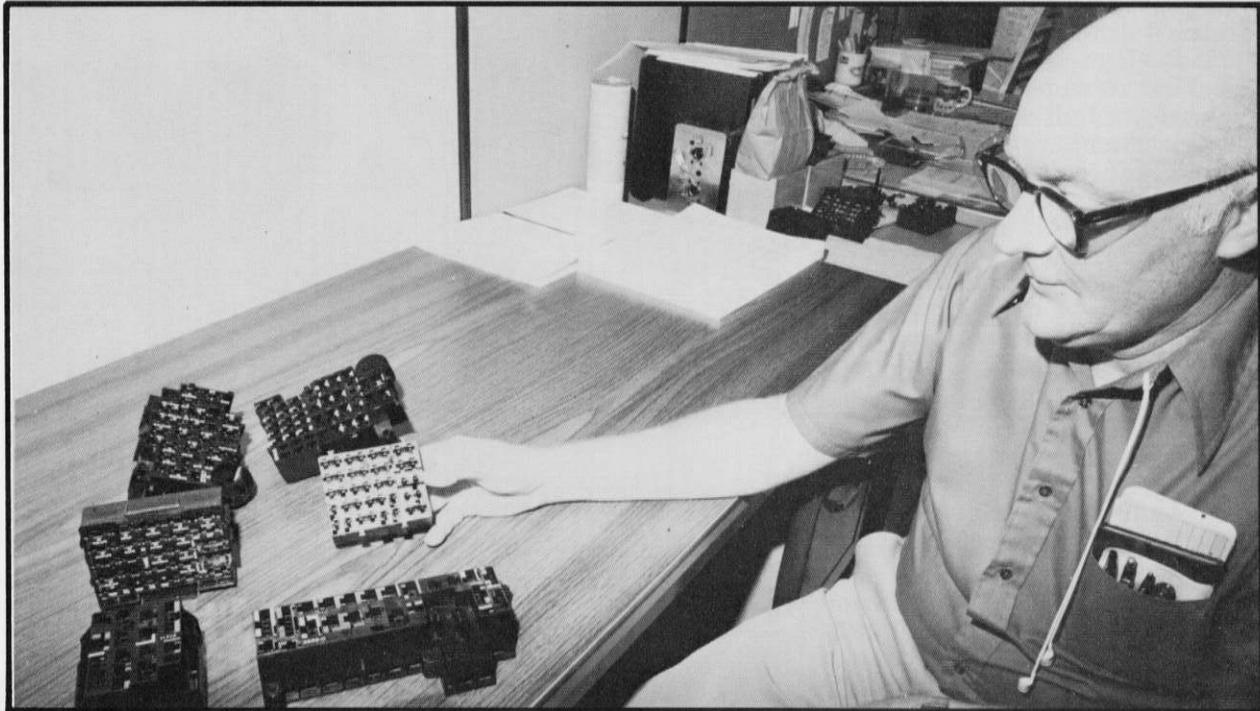
He added that prior to color coding the connectors were simply "keyed" to the fuseblock. This means that the connectors were designed with an identifying rib which would allow the connector to fit the fuseblock in only the proper location and position. Widdig explained that the color coding is now used in conjunction with the ribs and allows the assemblers to plug connectors faster and easier at the assembly plants by matching colors rather than trying several possible plug locations before finding the right one.

Cost reductions

He further added that color coding has reduced cost to the division in at least one area. Before Packard began color coding the J-car, Widdig explained, short jumper harnesses were built for each of the eight connections in the fuseblock to better enable the assembly plant workers to plug the connections. Color coding eliminated the need for the jumper harnesses. "Those harnesses cost us money. It was quite a cost savings when we went to color coding."

In addition to the J-car fuseblock, Widdig revealed that Packard's Clinton plant is also color coding junction blocks for the GM 20 (C-car) and all the new GM light-duty trucks including the new M-van.

Widdig briefly explained the transfer printing process used at Packard's Clinton plant which enables parts to be color coded. The process begins with a steel plate which is etched about .001" deep in a pattern corresponding to the areas on the part to be color coded.



Carl Widdig, senior machine engineer at Clinton, examines the fuseblocks and junction blocks molded, printed and color coded at Packard's Clinton plant. Widdig is holding the fuseblock used in all GM "A", "J" and "X" cars.

"A roller floods the etched plate with ink," Widdig explained. He added that the excess ink is then scraped off leaving ink in the shallow etched reservoir. A silicon pad is used to pick up the color ink from the plate and transfer the ink to the part.

He claimed that the transfer printer color codes about 600 parts an hour on a one to two shift basis depending on volume demand. A second transfer printer, he predicted, would be operating soon.

He explained that the original transfer printer has been operating for about one year but it performs several duties. "We print three different nylon junction blocks and fuseblocks on that printer," he noted. "That's one of the features of it. We have it tooled for a variety of things."

Identification imprinting

Although the color coding is fairly new to Packard's Clinton plant, the white identification imprinting function is still being performed and improved. "The quality of the printing is better than the regular offset system we've used in the past," said Widdig.

He added that Packard's Clinton plant has been imprinting fuseblocks with the easy-to-read white identifying accessory names since Packard changed in 1977 from making phenolic fuseblocks. The old fuseblocks used glass fuses. The new molded nylon fuseblocks are designed to handle the industry's smaller automotive fuses.

Packard's Clinton plant produces three different base nylon fuseblocks, according to Widdig, from which about 35 different part numbers are printed. He added that a fourth base block for light duty GM trucks and vans will soon be introduced. "We will print five part numbers in that base block alone."

Widdig emphasized that Packard's Clinton plant prints all the fuseblocks used in every domestically produced GM vehicle as well as fuseblocks for some non-allied customers. "Every car line has its own requirements for fuse locations."

Widdig explained the imprinting process as performed in Packard's Plant 22 in Clinton. "We make the blocks, the blocks are fed into the conveyor and taken right to the printer," he said. A pad similar to a stamp pad strikes the fuseblock and leaves a lettered imprint. The pad, which is made in Youngstown, is good for 10-12,000 imprints.

Fully automatic systems

"We have two fully automatic systems where we never touch the material," he added. He said that the fully automatic system is capable of printing 1800 blocks an hour.

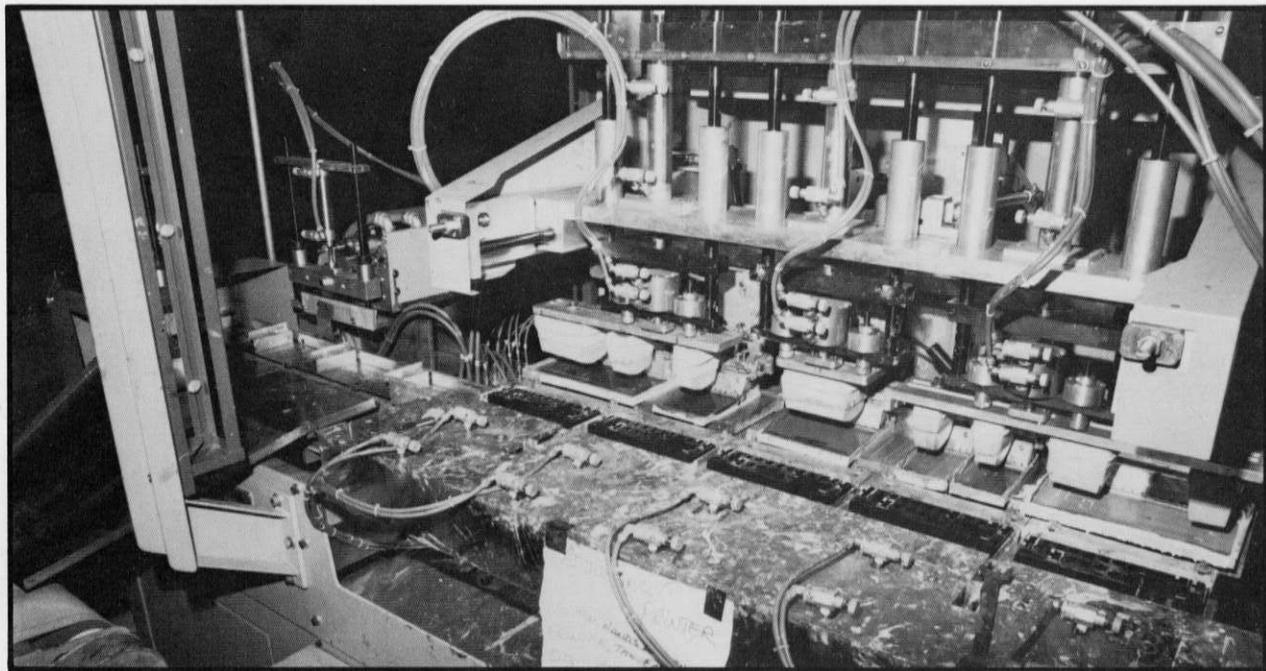
Widdig noted that more different sized fuseblocks are being used in the auto industry which will soon make Clinton's automatic printing system difficult if not impossible to operate. He claimed that one or two fuseblocks provide the best opportunity to automate the printing operation. "Now we have four (including light-duty GM trucks) and we know there's a 1986 E-K block coming."

Importance of quality

Widdig explained the importance which Packard Electric places on the quality of fuseblock imprinting. "We're now putting our fuseblocks in areas where the customer is going to see them," he said. "That has placed some demands on us for improved quality. The customer wants to see a high-quality printing job."



Mary Jackson, production operator in Dept. 2222, holds rubber pads used to imprint fuseblocks. At right is Clinton's transfer printer which can color code parts in six colors.



Soldiers recreate 18th century

by Patricia Reilly
Public Relations intern

Amid formal fanfare a group of 18th century American revolutionaries played a key role at Packard Electric's annual 25 Year Service Awards Banquet on May 19. Marching in cadence through the Packard Music Hall three Packard Electric members of the Eighth Pennsylvania Regiment opened the evening's activities with an authentic 18th century "posting of the colors" to open the service awards banquet.

Participating in the flag ceremony were Steve Wickline, assistant chief engineer in Dept. 553 (Boiler Room), Bill Pierce, electrician in Dept. 545 and Bob Eakin, design engineer in plant engineering in Dept. 152. Wickline's two sons, Andrew, 13, and Adam, 10, served as drummer and color bearer, respectively.

Colonials Wickline, Pierce and Eakin are members of the Brigade of the American Revolution, a national group that re-enacts American Revolutionary history in authentic dress of the era — occasionally accompanied by live musket fire.

The colonial flag ceremony was part of a local tie-in with the eight-hour mini-series on the life of George Washington which was televised nationally in April. The series was sponsored by General Motors as part of the corporation's 75th anniversary.

Eighth Pennsylvania Regiment

On a local level, the three men serve as representatives of the Eighth Pennsylvania Regiment. The regiment encompasses a 300 mile radius which includes Pennsylvania, Ohio and Michigan. Wickline explained that Ohio and Michigan were just unchartered territories when the Revolutionary forces operated in this area.

The Eighth Pennsylvania Regiment is only one of numerous regiments that comprise the Brigade of the American Revolution. Other members of the brigade include the "enemy" forces such as British, Hessian and Tory units.

"The purpose of the brigade is to portray the life of the common soldier," explained Eakin.

"Authenticity is a very strict part of the program," said Wickline. "It is adhered to as closely as possible."

Authenticity is indeed a requirement for this organization, for everything from shoe buckles to canteens. A typical continental line soldier is dressed in white stockings, a civilian shirt cut military style, a white waistcoat and white breeches all in a choice of linen or wool or linsey woolsey (linen and wool together). The uniform is made complete with a blue wool coat with red wool facings and 46 pewter buttons, and a black felt tri-cornered hat.

Accessories include a backpack, canteen, haversack, tomahawks, bayonet, leather cartridge box, and either a French Charleville 69-caliber musket or a British Brown Bess 75-caliber musket.

"The Brown Bess was a carry-over from the British background of the colonists," explained Pierce.

Battle of Yorktown

Today representatives of the 15-member Eighth Pennsylvania Reg-



Packard soldiers Steve Wickline, (second from left), Dept. 553, and Bill Pierce, (third from left), Dept. 545, stand at attention at a Revolutionary War exhibition in May at the Canfield, Ohio Fairgrounds.

iment appear at boy scout events, in classrooms, parades as well as a variety of civic activities. But the activities which the regiment enjoys the most involve battle re-enactments and events of historical significance. Such an event took place in 1981 when the Eighth

Pennsylvania Regiment helped commemorate the 200th anniversary of the Battle of Yorktown.

"It was a very moving experience to see and participate in," Wickline said of the battle re-enactment. "Many of us at Yorktown had tears in our eyes."

Pierce noted that wearing the uniform and being together with others dressed from the same era has a time-tunnel effect. "It gives you a feeling of being back in that time," he said.

The unit practices on the actual (Continued on Page 5)

Knowing thy enemy

Colonials have diverse membership

by Patricia Reilly
Public Relations intern

Any good military tactician realizes the advantages of "knowing thy enemy." For the Eighth Pennsylvania Regiment this is particularly easy because one of their "enemies" is a former member of their own American colonial ranks.

Mock battle skirmishes are a regular part of weekend exhibitions for the Eighth Pennsylvania Regiment. Frequently on the other side of the musket smoke from the American colonial troops lurk the Hessians—in this case the First Jaeger Unit, led by Don Eisenbraun, maintenance machinist in Dept. 516 in Packard's Warren Operation. According to Eisenbraun, the Jaegers were Hessian soldiers who arrived in the colonies from Germany in August of 1776 and fought with the British against the colonial forces during the American Revolution. They functioned as scouts and riflemen for the Crown (British) forces until they left the colonies in 1783.

What makes Eisenbraun's position unique is that he served for a year as an American colonial member of the Eighth Pennsylvania Regiment before forming his own German unit. Eisenbraun's First Jaeger Unit now includes about five members.

"Because there were no Germans (within the Eighth Pennsylvania Regiment), I felt they should be represented in an organization that is trying to factually portray the American Revolution," he said.

"Our objective is to familiarize people with what things were really like at that point," he explained. "Authenticity is the big watchword. We want to give the most accurate picture possible for anyone who is interested."

Eisenbraun applied for recognition for his First Jaeger Unit with the main office of the Brigade of the American Revolution in New York. He based the design and selection of the unit's uniforms, equipment and accessories on research conducted by another Hessian unit located in New Jersey and an authority living in Massachusetts.

The First Jaeger Unit uniform consists of a ruffled shirt, green wool breeches and waistcoat, green wool outer coat with red wool facings and Hessian riding boots. The uniform is topped off with a crescent-shaped hat with red and green tassels. The Hessians wore the colorful but heavy garments all year long rather than just during winter.

Eisenbraun described the Jaeger weaponry as a short-barreled, heavy caliber rifle requiring round lead shot, black powder and pre-measured cartridges. The Hessian soldiers also carried short hunting swords.

"We try to uphold a standard in the brigade," he stressed. "Whatever we use and whatever we carry has been documented from at least two different sources."

He had the opportunity to verify the authenticity of the First Jaeger Unit during a recent trip to

Germany. Eisenbraun and his wife planned the 10-day trip which began Memorial Day weekend to coincide with ceremonies commemorating the 200th anniversary of the return of the Hessian soldiers from the American colonies.

Eisenbraun and his wife dressed appropriately for the occasion. "My wife figured that we were only in 20th century clothing for two days during the whole trip," he said. "I went through an international airport with a musket slung over my soldier."

Eisenbraun visited the Marburg Museum which has a painting showing the original Jaeger uniform. He also questioned the 42nd Panzer Grenadiers, formerly known as the Kassel Jaegers.

"I went to get any information I could," he said. "There are many things that have been lost over the years."

Eisenbraun extracted information on the Jaeger knapsack from the lone written description available in the world. "It was only a printed page with a hand-drawn picture," he explained. "Everything else is conjecture."

Eisenbraun provided some interesting insight into the uncharacteristically lax discipline of the 18th century German Hessian soldier. "They were poorly disciplined in a parade ground sense," he pointed out. "In keeping with the tradition we march very poorly. The officer will give an order and if we don't like it, we'll fall out."

Colonists authentically depict 18th century

(Continued from Page 4)

grounds before each event. "Once you learn the manual of arms and the fundamentals, you don't forget them," Wickline pointed out.

Not everyone in the brigade appears in military uniform. One member regularly dons a minister's robes from the same time period. "He positions himself in the pulpit and gives a good old 18th century sermon," Wickline said.

Another brigade member appears as a British field surgeon. The surgeon travels with a surgical tent, a complete line of authentic 18th century surgical instruments and a blood-stained apron.

"It adds pizzazz to the whole thing," said Pierce. He added that historical documentation indicates that some of the battlefield fatalities of the Revolutionary War may have lived if they had not been brought to the field surgeon.

The brigade has re-enacted colonial marriages, and stood in attendance for one actual marriage that took place with participants in appropriate costume.

Members of the Eighth Pennsylvania Regiment readily admit that they portray the troops as they appeared at the beginning of the war. As the conflict dragged on, troops often replaced missing shoes with rags and hats with bandages. Food became scarce and sometimes the troops went hungry.

"We aren't capable of portraying that kind of scenario," said Eakin. "We're all too well fed."

Pierce agreed. "We present a somewhat glorified picture of what went on. Conditions deteriorated as the war progressed. We forget what our forefathers went through to allow us to have what we have today," he added. "People don't realize the sacrifices they made."

Some members feel most people are unaware of the actual conditions during the Revolutionary War. "Most people are surprised and impressed from the standpoint that they were never taught what we're portraying," Wickline said. "We can go into a classroom and say **THIS** is how it was done."

To this end, they try to attend as many events as possible, although distance can be an eliminating

factor. "We'd like to go to all of them, but in many cases it's just not possible," said Eakin.

Fort Laurens

The Eighth Pennsylvania Regiment's current duties are somewhat easier to perform than those of their 18th century predecessors. More than 200 years ago General George Washington ordered the regiment to build a fort at the headwaters of the Tuscarawas River in what is now Bolivar, Ohio. Two thousand men strained to erect Fort Laurens for the protection of settlers trying to populate the Ohio Valley.

"Being so far from civilization at that time, it was useless trying to

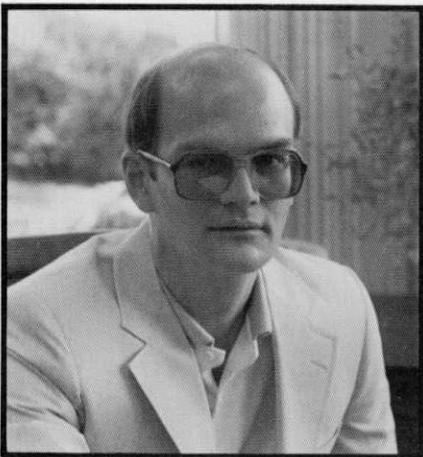
run a fort of that size," explained Pierce.

History shows that the regiment operated the fort for one year while under siege by the Mingo Indians led by Simon Gerty. After a year they abandoned the fort.

Upon evacuation by the Eighth Pennsylvania Regiment, the Indians burned the fort. Today there is a museum where the fort once stood and a tomb of an unknown soldier.

The Eighth Pennsylvania Regiment of today will return to the site of Fort Laurens on June 16 and 17 to conduct demonstrations and perform ceremonies in the memory of their predecessors who fought there 200 years ago.

Meyers will take Clinton position



David I. Meyers

The announcement of David I. Meyers to the position of Manager, Manufacturing Engineering, Mississippi Operations, effective July 1 was made recently by Kenneth E. Olthoff, Packard Electric Personnel director.

Meyers is currently completing the Stanford Sloan Program at Stanford University in California where he will graduate with a master of science degree in Management. Upon completion of that program, Meyers will transfer to the Clinton, Miss. facilities where he will be responsible for all Manufacturing Engineering acti-

vities. Those activities will include preplanning the model change, forward planning, suggestion program, plant engineering, maintenance and construction, and labor routings, among other responsibilities.

Meyers graduated from Penn State in 1971 where he majored in mechanical engineering. His career with Packard Electric began immediately after graduation, and included assignments in Manufacturing and Product Engineering.

In his new assignment, Meyers will report directly to Glenn Reeser, director, Mississippi Operations.

Packard has its new technology on display

Packard Electric is showing what it has new in power and signal distribution systems through a series of exhibits on display through June 30 at the Design Staff Building at the GM Technical Center in Warren, Mich.

"The display itself is very much centered around quality," said Dave Schramm, manager, Advanced Vehicle Systems. "It shows the technologies and quality features that have been added to our systems."

The display, which consists of several exhibits covering about 100 linear feet in two rooms of the Design Staff Building, was created with the help of Packard Electric's Product Engineering staff.

Included in the Packard display are a collage, and exhibits featuring 1986 E-K wiring assemblies, technical and quality challenges, wiring system growth, various design features, reliability improvements and competitive comparisons.

Schramm added that other exhibits in the two display rooms highlight connection systems and a look at Packard Electric's technology of the past, present and future.

"The whole purpose of the display is to create an awareness of Packard's technology," he explained.

One area of technology which Schramm referred to is downsizing. "Packard technology has allowed the 1986 E-K (Eldorado, Riviera, Toronado and Seville) to be reduced in size while accommodating 43 percent more wiring content (from 1985 E-K models), including 100 percent more cable," explained Schramm. "The tough part is finding a way to physically pack-



Chuck Cook, (from left), Packard's liaison engineer - Electrical Electronic Processing Center, Rudy Schlais, Packard director of Engineering, Roy Szanny, Packard Sales, Dave Schramm, manager of Advanced Vehicle Systems, Elmer Reese, Packard general manager and Bill Wehmer, Packard's Reliability and Quality Control director inspect Packard's display.

age such a product, and to do it reliably.

"Packard is the only (allied) division that really interacts bumper to bumper," he said.

Schramm explained that the display is ultimately intended to visit Packard Electric's customers

when it is removed from the Design Staff Building after June 30.

"We want the customer to see what we offer in terms of technology," he said. "We need to keep our customers informed as to what we're doing for them."

Schramm noted that Packard

Electric products generally are not visible when incorporated into a vehicle. The display, he explained, will help customers to easily examine Packard Electric's product technology which is used to enhance the vehicle quality, reliability and salability.

Class of 1958

Service awards recipients hear about change

Change was the underlying theme when Packard General Manager Elmer E. Reese delivered the keynote address at the 25 Year Service Awards Banquet for the "Class of '58" on May 19 at the Packard Music Hall in Warren.

More than 400 who attended this year's banquet, including 158 award recipients, heard Reese reflect upon the changes which have occurred since 1958 when most of the service award recipients began their careers with Packard

of the U.S. market in 1958. He added that today imported cars claim about 25 percent of our market.

Changes at Packard

Reese noted the changes Packard Electric has experienced in the last 25 years. "Who among us in 1958 would have dreamed that Packard would be a truly international organization—that we would be not only the largest producer of automobile wiring systems in North America, but

Reese swung his attention to the future of the division. He noted that Packard Electric is preparing for its future through its Strategic Business Planning process.

The planning, according to Reese, begins with a study of internal elements such as Packard's markets, customers and competitors, as well as external elements which include political, economic and social trends.

Predicting future changes

"We first ask what changes are expected: in our markets, with our competition and in the dynamic area of product technology," he explained.

Through use of "gap analysis," Reese continued, "we merely ask ourselves two simple questions — 'Who are we' and 'What do we want to be?'" He explained that the difference between the two answers signifies a gap or shortcoming.

By way of illustration, Reese noted that one of the answers to the "Who are we" question was that Packard was principally a supplier to General Motors. But, according to Reese, the "What do we want to be" question resulted in a major incongruity. "We said that we wanted to be a major supplier to the entire auto industry." This, Reese explained, resulted in the development of a divisional growth objective.

Packard's objectives

"Out of this process," he continued, "we have established five long range objectives. I have mentioned **growth** — the others are — **quality, competitiveness, technology and quality of worklife.**

Reese selected quality and competitiveness on which to focus his attention.

He noted that one major change in recent years is the American consumers' increased level of expectation. "Our customers (in the past) were generally satisfied with 'pretty good' products." Consumers figured, said Reese, that higher quality would cost more.

"However, the Japanese came along in the '70s and changed all that," he explained. "They showed that you could purchase quality in a low priced product."

Reese attributed most of today's domestic auto industry prosperity to Japanese auto imports. "One day the restraints will be removed and we had better be ready," warned Reese.

He added that the quality of GM products and Packard Electric is improving. "However," he cautioned, "**our** (Packard) quality is **not** coming fast enough."

He noted that the division is no longer interested in **better** quality—but **perfect** quality.

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Elmer Reese, Packard general manager, delivers keynote address to Packard's "Class of 1958" May 19 at Packard Music Hall in Warren.

Electric. Reese highlighted the many changes which have occurred in personal lives, society, politics, economics and Packard Electric business since 1958.

Social changes

Reese noted that some changes in lifestyles since 1958 spawned some dramatic changes in the social environment. "There were very few women in the professional fields, for example," he explained. He added that today many women are active in a variety of professional areas.

He explained the significance that Sputnik has had on world technology since the Russians launched the satellite in 1957, and the changes which led from it. "Sputnik led the U.S.S.R. and the U.S. into a space race era of skylabs, space shuttles, walks in space, and even walks on the very surface of the **moon**," emphasized Reese.

Increased federal regulations on consumer products was one area which Reese discussed as manifesting the most noticeable changes in government in the last 25 years. "Our federal government's regulatory agencies sound like alphabet soup with such groups as the SEC, EPA, FTA, DEA, OSHA, DOT and NHTSA and a host of others," he said.

Reese noted that dramatic changes have also occurred within the automobile industry in the last 25 years. He explained that GM's five car divisions produced only six distinct automobile lines in 1958 as opposed to about 35 today not including trucks and vehicles produced by GM overseas.

He added that 1958 marked the beginning of a revolutionary period of change for U.S. automakers. "The Volkswagen 'Beetle' was beginning a coast-to-coast sweep of our country and life would never be the same for domestic automobile manufacturers," said Reese. He explained that the U.S. auto industry was concerned about imported cars taking a three to four percent share

also the largest in Europe," emphasized Reese.

He compared Packard's 1958 employment of about 6,000 to Packard's worldwide employment of nearly 27,000.

Reese added that another change at Packard since 1958 involves its customers. "Today our customers are not just the allied GM divisions. In North America, we are proud to be a major supplier to Chrysler, VW, American Motors and International Harvester," he explained.



Bill Dahringer, supervisor of Labor Relations in Clinton, Ms., receives a certificate for his 25-year service clock from General Manager Elmer Reese.

Four Packard publications receive awards in competition

Four Packard Electric employee publications recently received awards of excellence or awards of merit from the 1983 General Motors Editors' Awards Program.

Chuck Licari, GM's manager, Newsline and Publication Development, announced that the **Cablegram**, edited by Mark Rollinson in Warren, Beth Magee in Clinton, Ms. and Dave Eckman in Brookhaven, Ms., earned an

award of merit in monthly/quarterly competition. Brookhaven's **Copperline**, edited by Dave Eckman, also receive an award of merit in the monthly-plant group.

Plant 11's **Communicator** earned an award of merit in the monthly-plant category. **Communicator** editors include Jim Zorzi, Marjean Spencer, Marlene Luscombe, John Richards, Bob Wilson, Barbara Saxon, Steve

Mikola and Cesare Antonelli, coordinator.

Direct Connection, edited by Michael Hissam in Warren, received the award of excellence as the best weekly publication.

Packard Electric also took four news story honors in the awards program. Licari noted that the Detroit chapter of the International Association of Business Communicators (IABC) made the final selection of winners.

Change is theme for Service Awards

(Continued from Page 6)

Reese explained that Packard Electric is making a commitment to produce defect-free products through Statistical Process Control (SPC), computerized process controls and improved tools.

"The most important change we can make costs nothing," Reese explained. "I'm referring, of course, to our attitudes—yours and mine."

Quality missionaries

He asked the 158 Packard award recipients to pledge to become "quality missionaries" for the division. "Let's start by making a renewed personal commitment to do each task to the very best of our ability, and then let's persuade all of our associates to do the same."



Terry Martin discusses his transcontinental trip with Mary Jane Taylor, Public Relations director.

Reese outlined the reason for the division's current struggle to become competitive. "We are the only manufacturer of wiring products paying automotive industry wage rates," he explained, "and our competitors can offer identical products to our customers at much lower prices."

Reese noted that in 1958 Packard Electric had only two main competitors with other smaller competitors springing up in the 1960's. He added that Yazaki of Japan, the division's strongest competitor today, entered the market late in the decade of the '70s.

"Today Yazaki has a large plant in Mexico and is a major supplier of Chrysler and Nissan in addition to Ford," stated Reese. "They are also aggressively trying to get some wiring business from GM."

Social responsibility

He noted that both Essex and Whitaker, Packard's competitors from the '50s, had totally abandoned their U.S. workforce and completely moved their operations to Mexico early in the 1980's. "Packard has chosen not to pursue this drastic course because we believe in our U.S. workforce and we believe in the concept of social responsibility," stressed Reese.

He added that although the division has been moving out some non-competitive, final assembly operations, no one had lost their job as a result. "You, and all of our other valued employees, have built your lifestyles—have built your dreams and aspirations—on the expectation that your income is secure," confirmed Reese. "It has never been our intention to take that away."

Reese concluded that the class of 1958 helped to shape Packard Electric into what the division

is today. "I am confident that we can continue to count on you to work together with us to shape the Packard Electric of tomorrow—a Packard Electric that is truly competitive, and a Packard Electric that is the unquestioned world quality leader."



Flag presentation by 8th Pennsylvania Regiment precedes the awards ceremony.

Brookhaven Plant uses videotapes for job retraining

(Continued from Page 2)

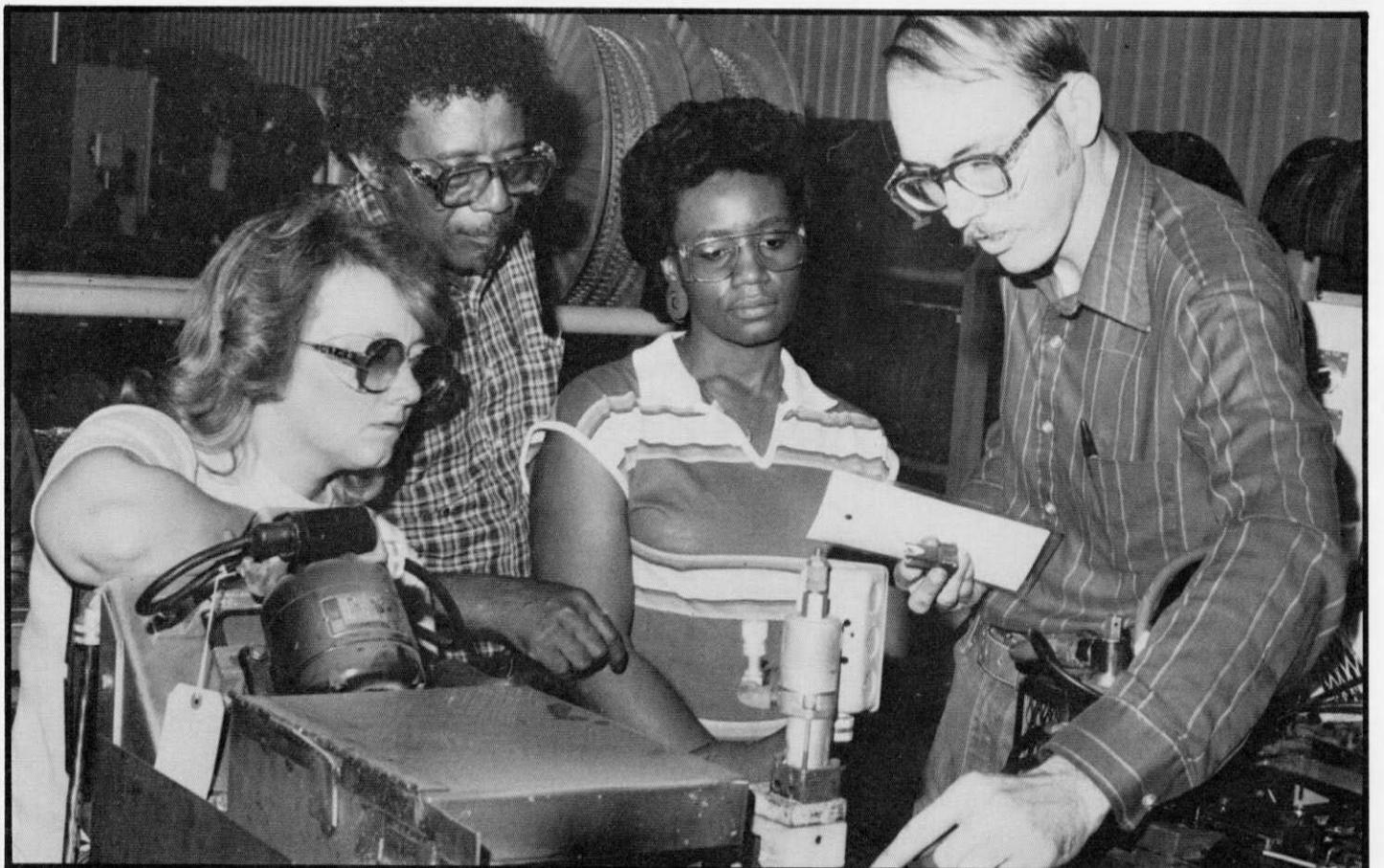
Coordinator Bill Haag contributed the script for the mold set up video.

"It's an all day job," West said of the video production. Each videotape requires approximately eight hours of taping and another eight hours of editing and script coordination to produce a single 15-30 minute tape.

West added that 15-30 minutes is the average for the videotapes at Brookhaven. "Anything longer than that and you lose people's attention," West said. "Then they can't absorb everything that's in there."

Each worker receives 40 hours of classroom training which includes videotapes viewed along with on-the-job training instruction with West and Stegall. Nearly 100 of Brookhaven's 325 employees have been retrained through use of the videotapes. Eighty more employees are scheduled to complete the videotraining by September. Hathaway added that eventually everyone in the plant will view all five videotapes as well as any future videotapes.

"Along with showing the videotapes, we have handouts and a complete training manual that tells them how to set up and operate the machines," Hathaway said. The employees attend the daily eight-hour sessions in groups of three to five. Everyone who completes the training program receives a certifi-



Milton West, Brookhaven training coordinator, (right), instructs (from left) Diane Brown, Sylvester Tate and Johnnie Jones on knife block set up.

cate from Copiah-Lincoln Junior College.

The training coordinators anticipate that the new training methods will increase the Brookhaven

plant's raw cutting efficiency rating by 10-15 percent.

Brookhaven has been spreading the word. Recently copies of the Brookhaven videotapes were sent

to Packard's Clinton, Ms. and Warren, Ohio Operations.

The next videotape planned at Brookhaven will show how to read and understand the cutter tab.



Smallest Chevy ever

Chevy Sprint debuts as lowest-priced U.S. car

The smallest car sold in the United States has left the starting block. The fuel-efficient Chevrolet Sprint, the lightest mass-produced automobile available in this country, went on sale in nine western states on May 31.

"Sprint fits into Chevy's future because it fits into America's future," said Tom McDaniel, director of International Programs at Chevrolet. "It's a unique car. It has high fuel economy and a highly competitive low price. Those are all big virtues today and will be in the years ahead."

The one-liter three cylinder engine will provide the car with an EPA-certified city estimate of 53 miles per gallon and a highway estimate of 68 miles per gallon. The all-aluminum engine is the only three cylinder engine available in the United States.

"We're opening up a new market with the Sprint because of its size," McDaniel said. "It's in a class by itself. It's 20 inches smaller than anything we have been selling, and it's more than 600 pounds lighter than the Chevette. There is no question that we expect it to appeal to the youth market and to the entry-level buyer." Entry-level buyers will find the base sticker price of \$4,949, the lowest in the U.S., particularly attractive.

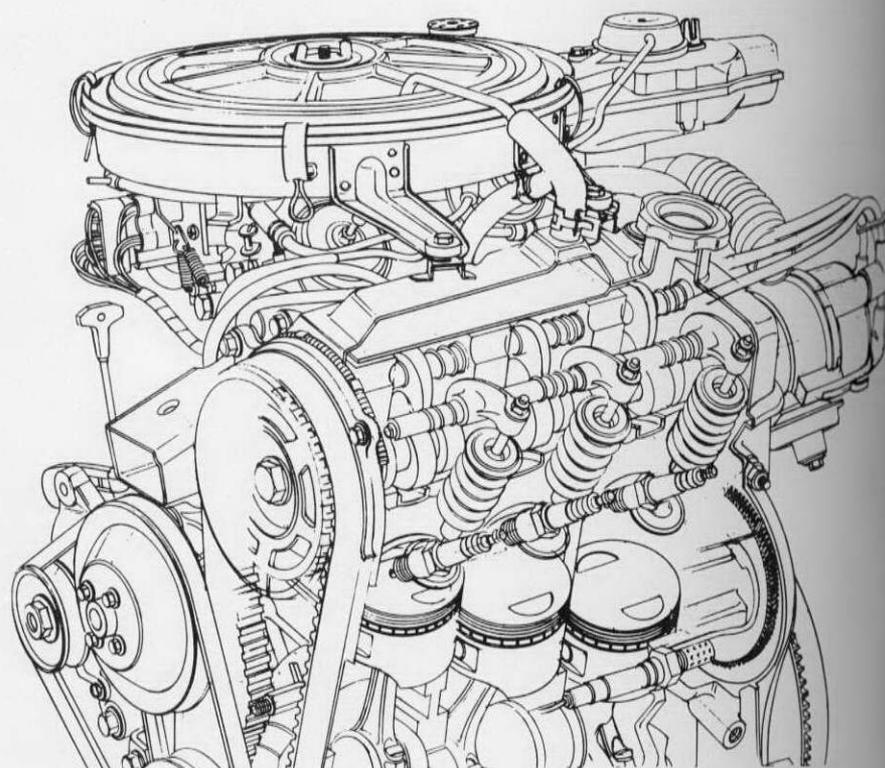
The three-door hatchback can carry four people comfortably. Standard features include high-back reclining front seats, side-window defoggers, wall-to-wall cut pile carpeting, carpeted luggage compartment, trip odometer, a full-size spare tire, rack-and-pinion steering, advanced aerodynamic styling and extensive stone chip and corrosion protection.

"Sprint is a fun car. It's quick and nimble and it's new," McDaniel pointed out.

Chevrolet's intentions, however, remain quite serious.

"Sprint is a pioneer and a statement of Chevrolet's determination to be a leader in the small-car business," said Robert D. Burger, Chevrolet general manager and a General Motors vice president. "Our goal in bringing the Sprint to market is to offer a highly practical, durable and reliable car while keeping the price as low as possible."

"Although GM and Toyota are cooperating in the production of a single automobile, we intend to remain intensely competitive with the Japanese," McDaniel stated. "Don't forget project Saturn, which was announced late last year. Chevrolet will be selling that important vehicle."



Sprint engine develops 48 horsepower from three cylinders (993 cc). All aluminum except for cast iron cylinder liners, the engine is coupled with a five-speed manual transaxle mounted transversely which drives the front wheels.