PACKARD ELECTRIC

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Rinehart outlines business needs

by Allan Csiky

Packard Electric is in the midst of a transition toward a day when the security and well-being of its people takes on primary importance in making management decisions.

That was the message from General Manager James R. Rinehart when he addressed 25 year service award recipients at the annual banquet in their honor May 17 at the W. D. Packard Music Hall in Warren.

Rinehart spoke of a need to manage Packard's business in a way that is more responsive to the changing ideals of American society. He cited an example of the success Japanese businesses have enjoyed using an approach that believes profits will follow naturally if the "people" aspects of the business are given prime importance.

The general manager said the first step in beginning the transition years ago was to ask, "how good is the security and welfare of Packard's people?"

"The answer," he said, "was not very good. Not because there's anything wrong with Packard's people, but because we competed in an industry where all the other companies had, and still have, employes whose wages are one-third of what Packard employes make. When we began our transition, the other companies were producing the same product in fundamentally the same way we made it, and they were able to sell it, in some cases, for less than our cost. We were in trouble, let there be no doubt, because as big as General Motors is and will continue to be, we can't consistently pay more for our wiring harnesses than our competitors, be they Ford, Chrysler, Nissan or Volkswagen."

He went on to say that the solution to the wage differential was clearly not to expect to reduce existing pay scales by two-thirds.

"The first thing we had to do to guarantee our collective security was to stop hiring, because it was going to be a big enough job to guarantee the security and well-being of the people we had without adding to the problem," Rinehart stated.

He explained that several things had to happen to insure security and create a foundation on which Packard Electric could grow: Shift manufacturing operations in existing Packard plants more toward high technology component production; introduce new harness designs and new technology to build them, and, develop lower cost suppliers to produce the traditional harness assemblies in the traditional way.

"The first thing was the supplier program, of which you are all aware. It's a very important element in guaranteeing our security, because we have added hundreds of jobs in supplier companies whose wage rates are about the same as Packard's competitors. They make our traditional product the same way we made it 10 and 20 years ago."

Currently, he explained, the work content is beginning to make significant shifts at existing Packard plants in Warren and Mississippi. "The emphasis on component manufacturing—terminals, connectors, cable—is being placed where a high degree of skill and job knowledge are available," he explained. At the same time the shift

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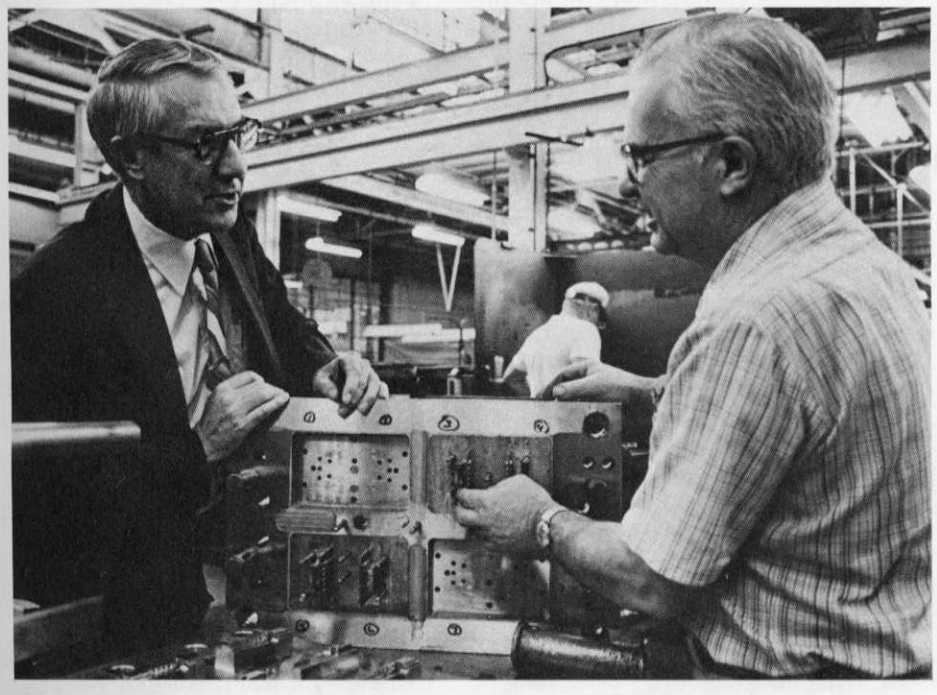
HAPPY BIRTHDAY, Packard Electric! General Manager James R. Rinehart, center, aided by service award recipients, blows out candles on the division's 90th birthday cake at the annual 25 year service awards banquet May 17. Rinehart later provided insights into the division's management philosophy in his remarks.

Tool and die maker earns $10,000 award



SAM NEVI, right, Packard's most recent winner of the top suggestion award of $10,000, explains to Plant 3 manager Dick Nelson how his ideas to strengthen plastic injector molds will reduce repairs.

Dept. 552 tool and die maker Sam Nevi is the latest Packard employe to earn the maximum $10,000 suggestion award.

Nevi received the award for his idea to prevent damage to a mold used in the plastic molding process in Plant 3.

"I got the idea the very first time the mold came into the shop for repairs. I felt that the cores in the mold should be strengthened in order to be able to stand some of the pressure encountered in the molding process and avoid breakage.

"I felt it was a good suggestion, so I turned it in," Nevi recalled.

The 14 year Packard employe may be able to claim a record as far as time to come up with a $10,000 suggestion award idea.

"The mold came into my area around seven o'clock one morning. By the time I had the mold torn apart, about nine o'clock, I saw the damage and I had the idea in mind. . ."

Despite having an idea to submit, Nevi was not all that concerned about "hitting the big award."

"At first, I didn't think it was worth all that much. I thought 'here's something that will improve my working conditions.' I wanted to make sure that mold wouldn't be sent back here for the same problem."

Nevi admitted that other ideas he submitted as part of the suggestion program appeared to have a greater chance of the top award.

"In general, though, the suggestion program gives a person incentive to help out and that really permits that person to help himself. He feels his job is worth having and he feels he should try to do that job better."

Nevi stressed that winning the $10,000 award does not mean he will stop submitting ideas to the suggestion program.

"I certainly plan on other ideas. In fact, I'm working on one now. I won't give up, that's where the potential is!"

News--briefs

Cablegram schedule

Beginning with this issue, the Cablegram temporarily becomes a quarterly publication. The reason should come as no surprise—we're doing our part to reduce costs. The change has the potential to save Packard Electric $24,000 projected on an annual basis. While it may seem contradictory to our philosophy to spend less money on communication during a period of instability, that's not the whole story. Individuals involved in communication are concentrating their efforts on intensified local communication in Warren and Mississippi. The change is voluntary and was proposed by the Cablegram staff, not directed by senior management.

GM dial '8' phones

Due to present economic conditions within the corporation, a service level reduction program is now in effect for the General Motors Dial "8" Network. This reduction in service will result in circuit busy conditions during the peak telephone usage hours. Those employes encountering this problem should wait a minute and try again, according to a directive from Detroit. Employes are also advised to avoid calling during the peak calling hours of 10 to 11 a.m. and 2 to 3 p.m., Detroit time. A reduction in conversation time would also be helpful, according to the directive.

The big job . . .

In analyzing GM's efforts to challenge import sales, an article in the Youngstown Vindicator says the job of converting a large auto assembly plant is a "staggeringly complex and time-consuming job." A wholly new car, large or small, "from a first gleam in the designer's eye to the on-sale date ususlly takes several years and a few billion dollars," with no guarantee of success, concludes the paper.

Who's number 1?

Fortune magazine says that Exxon Corp. has passed General Motors as the nation's largest industrial corporation. Exxon was ranked at the top of the business magazine's list for 1979 with $79 billion in sales compared to GM's $66 billion. Mobil Corp.took over the No. 3 position from Ford Motor Co., which dropped to No. 4. Chrysler Corp., which had been ranked as the nation's 10th largest industrial company, slipped to 17th on the list, following a $4 billion drop on sales during 1979. Rounding out the top 10, according to fortune are Texaco, Inc., Standard Oil of California, Gulf Oil, International Business Machines, General Electric and Standard Oil (Indiana).

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GM accelerates investment

General Motors will accelerate its capital spending program to $40 billion over the next five years "to better equip us to meet the demands of the market," chairman Thomas A. Murphy told the 1980 annual meeting of GM stockholders in Detroit May 23.

"This is the most ambitious product and facility improvement program ever undertaken by any corporation in the world at any time in history," he said.

"Our earnings are down dramatically and therefore our costs also must come down just as dramatically. But capital spending — that is the lifeblood of competition.

"Very definitely, our forward-product program, with its attendant research and development, new tooling and plant expansion and modernization, will move forward at maximum speed, regardless of how much sacrifice must be made in other areas, " Murphy stated.

GM's board chairman also pointed out that GM is seeking approval for construction of new assembly lines in the Pontiac and St. Louis areas as part of its product and facility improvement program and that other major facilities either completed, under construction or announced are in Oklahoma, Texas, Louisiana, Kentucky and Michigan, and in Canada, Mexico, Brazil, Venezuela, Australia, Austria, Spain, France and Northern Ireland.

"The great thrust of all these investments will be to produce and market the most exciting, most efficient and the highest quality cars the motorists of the world have ever seen," he said.

Next spring, Murphy reported, GM will introduce "one of the most exciting cars we have ever developed.

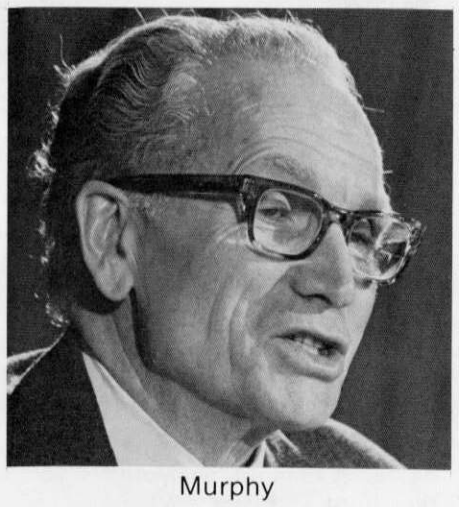
"It will be a sporty, economical subcompact, smaller on the outside but larger on the inside than the Chevrolet Monza or Pontiac Sunbird and giving about 27 percent better fuel economy than those already highly efficient models," he continued.

"And following later next year, there will be other new cars, some family size in capacity but greatly reduced for the second time in weight and outside dimensions to achieve a level of fuel economy thought impossible a short time ago.

"Going forward, there will be more new four-passenger cars and some cars significantly smaller than anything we offer today. As just one example, you know that we have already established a project center for a battery-powered vehicle. This gasless vehicle is real, not visionary. We hope to have it on the market by the mid-1980's or earlier if we can achieve the necessary breakthroughs."

Murphy also told stockholders about GM's capacity to build front-wheel-drive vehicles with transverse mounted engines.

"By 1983, the capacity will be increased from the current 1.3 million vehicles to more than six million units.



Murphy

The reason is that this configuration is capturing an ever-widening segment of the world market. It helps the manufacturer give the customer what he or she wants — more miles per gallon at little or no sacrifice of comfort or interior space."

Murphy also addressed stockholders concerning the foreign car market situation. He noted it is highly unlikely that Japanese or other manufacturers "will build the kind of major, job-creating plants in the United States that some people are pressing for" and urged that this nation's policy-makers adopt three courses of action "if they really want to help the American auto industry recover from its immediate problems.

"First, they must work to eliminate those excessive and counterproductive government regulations, both here and throughout the world, which hamper our domestic manufacturers' ability to compete fairly in world markets.

"Second, they must nurture a better climate for investment in American business by encouraging greater capital formation for new plants and equipment and for increased research which can be accomplished through tax laws that allow faster write-offs of capital equipment and through a lowering of corporate as well as individual tax rates to encourage more savings and investment.

"Third, our government must take the initiative in persuading the Japanese government to protect its own self interest by acting now — and by acting voluntarily — to adopt more prudent trade practices with the United States."

Murphy said he felt such a demonstration of prudence by the Japanese would help head off "the wave of protectionist sentiment now building in this country.

Auto market to rebound later in '80

Murphy, Estes forecast turn-around

In a statement announced after the May meeting of GM's Board of Directors, Chairman Thomas A. Murphy and President Elliott M. Estes pointed out that uncertainties of the economy have put significant pressures on the corporation's profit position.

They said, "Over the near term, these pressures may be expected to continue and it is questionable whether the corporation will remain profitable during the current calendar quarter. Nevertheless, GM's capital spending continues at record levels in order to develop the new, fuel-efficient products which will satisfy government standards for safety and emissions and still meet the demands of the marketplace."

In light of these circumstances, Murphy and Estes said GM has been taking all practical steps to reduce costs and to conserve capital wherever possible without affecting critical forward product programs.

They stated their belief that the various actions being taken by GM will ensure the corporation's ability to maintain its leadership in the increasingly competitive worldwide automotive industry, to increase its sales and profits, and to provide for the long-term interests of all shareholders and employes.

With respect to the outlook for the remainder of 1980, Murphy and Estes said, "Despite the current sluggish economic environment, there is a fundamental resiliency in the domestic economy. We believe that the economy and the automotive market will begin to turn around in the latter part of the year and, when the economy strengthens, General Motors will be prepared to meet the market squarely with an impressive lineup of fuel-efficient products."

Rinehart looks at division, business

(Continued from Page 1)

in emphasis was beginning, Packard was exploring new markets for its component products. "We're now selling these terminals and components in Germany, Japan and all over the United States."

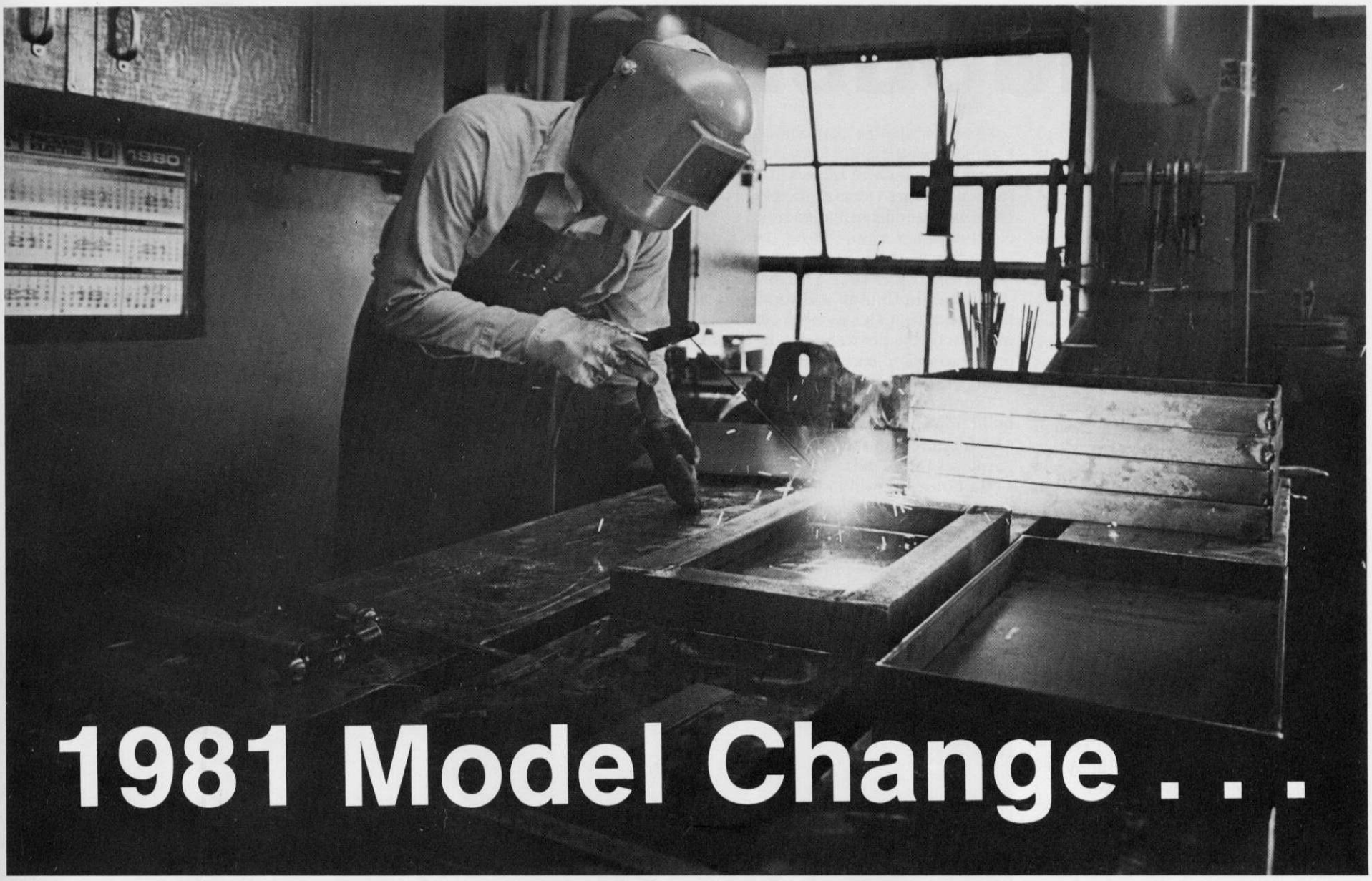
The remaining step in the strategy—creating new products and new ways to build them—has brought about programs such as the Integrated Production System, Phase II (IPS-II), and the innovations now in production at the Warren Branch Operations plants producing engine control wiring for GM's Computer Command Control systems.

"All this product and technological development has taken a staggering amount of money. In the last seven years, we have invested more than $200 million in Packard Electric to keep this organization and its employes secure and at the forefront of the world technology. The only way we could get that money was because General Motors was making a profit."

Because of that massive investment, Rinehart said, Packard Electric has been able to avoid the kind of difficulty industries undergo as a result of obsolete plants and equipment. "You, today, are producing wiring harnesses and components with the most advanced technology in the world and we intend to keep doing just that," he noted.

The next phase of Packard's transition is to develop better ways to use the collective intelligence of the Packard workforce to help make the decisions which affect them. He said the first steps have been taken and there has been a positive response. Joint union-management projects have been undertaken and ". . . we found that we have much more in common with our labor union than we have to fight about. When we begin to say that the security and welfare of our employes is our foremost goal, that's exactly what the union has always believed, too.

"It's important to us, to General Motors and to America, that we find ways to make large institutions like Packard Electric more effective and more responsive. It not only gives us satisfaction in belonging to such an organization, but the future success of this country depends on it," the general manager concluded.



1981 Model Change . . .

GARY HULETT, Dept. 516 millwright, constructs a tape dispenser rack for an IPS-II conveyor at Plant 41 readying it for 1981 model change, an event that has been termed ". . . the greatest single challenge we have faced as an organization."

"It is clearly a staggering challenge that we face in being ready to make this critical model change.

"It (1981 model change) is probably the greatest single challenge we have faced as an organization. . ."

Those words by Packard Electric Division General Manager James R. Rinehart, delivered in August of 1979 to Packard's Management Council, prophesized the importance and complexity of the model change for 1981.

Rinehart dramatized the importance of this model change by pointing to the price tag it carried—$100 million.

"A few short years ago, that was equal to Packard's total investment and even today that represents a 30 percent increase in our investment," he said.

Packard's engine control program is the focus of a large portion of this year's model change effort. Engine controls will be a part of every General Motors car built in 1981. "Massive changes," a term used frequently to describe the various plant model changes is virtually an understatement for 1981 because of the impact of engine controls.

From plastic parts in Plant 3 to metal parts and components in Plant 11 to wiring assemblies in Plant 45, engine controls is the key word at Packard this model change.

The emphasis on engine controls, however, does not mean that the division and the corporation are ignoring other more traditional aspects of the model change. As will be evidenced from the following plant-by-plant reports, Packard is readying itself for the product changes it must make to keep in line with the ever changing automotive industry.

Plant 3

Plant 3's plastic molding area will be affected by the 1981 Engine Control program. Richard Nelson, Plant 3 manager, reported Packard's plastic parts producing plant will "see quite a few new parts designs along with many new part numbers and associated new tooling."

Nelson also reported that Plant 3 will utilize the floor space created by the recent departure of Depts. 341 and 343 to Rootstown.

"This movement will allow us to continue with the modernization and rearrangement of the molding area. Under the rearrangement plans, there will be a revised machine layout and we will be able to incorporate the latest molding technology, which includes improvements in bulk material feeding and drying, sprue and runner extraction and beside-the-press grinding," Nelson remarked.

The Plant 3 manager also stated that the High Energy Ignition and Rubber Mill areas will be affected by minor layout and product revisions for 1981.

Plant 8

Major changes to the heavy molding area will dominate the Plant 8 model change for 1981, reported Nelson, who also manages Plant 8.

"The heavy molding area began its changeover in March with the conversion to the Kent process. Completion of that changeover is expected in September of 1981. During this 18 month period, the heavy molding departments on the first and second floor will be combined and located on the first floor. We believe this change in process, combined with a different operating philosophy, gives Plant 8 a competitive edge and will allow us to recapture some high volume molding business that we previously lost. We are on our way back," Nelson stressed.

Other model change happenings in Plant 8 will see new truck stationary boards for Dept. 844 and new stationary boards for the torque converter clutch area in Dept. 843.

Very minor changes are expected in the fiber-optics area. Nelson noted.

Plant 10

Engine controls necessitated the biggest model change in Plant 10 "in many years," reported Carl Dzapo, plant manager.

"Twisted, jacketed and shielded cables required two new 39 inch bunchers. Additional cross-link cable needs resulted in installation of four new continuous vulcanizing machines. Nine draw anneal machines have been introduced into the plant because critical quality requirements of the cross link cable for engine control applications mean annealed dip form wire must be used," Dzapo explained.

Other production needs are causing some changes in Plant 10 for 1981.

"A new 54 inch buncher will soon be operating for battery cable bunching, giving Plant 10 added capacity in that vital and promising part of the business. A larger, quieter new Karg braider is also nearing production. In summary, Plant 10 has been preparing for some time for the unique challenge of the 1981 model year. Now we're anxious to get on with it," Dzapo stated.

Plant 11

"Major changes" are in store for Plant 11 this model change, reported Ron Schubel, plant manager.

"Plant 11 will undergo a major renovation in order to provide required floor space for the component operations expansion, which has already begun.

'All of the Cadillac 'E', 'K', 'C' and 'D' and Buick 'A' and 'A - Special' assembly packages will move out of Plant 11. That shift in business will eliminate departments 1107, 1110, 1111, 1112, 1113 and 1114.

"The remaining instrument panel harness business in Depts. 1130 and 1132 will undergo a significant facelift. The two Pontiac 'A' and 'A - Special' conveyors and one Pontiac 'B' conveyor will be revised to accommodate the engine controls content add. This 'add' means approximately 30 percent more content and the conveyors for this business will be elevated to provide an improved work height.

"Other rearrangements will be made in the material storage areas of final assembly to aid in reducing the in-process inventory," Schubel stated.

Plant 11's component area will also see major changes for 1981, Schubel noted.

"Weather Pack and Metri-Pack terminal connectors will be introduced. The Weather Pack terminals are required for the engine control program and represent the single largest terminal volume increase ever experienced by the plant's metal parts component area. The Metri-Pack terminals represent Packard's first downsizing of high volume terminals and will eventually replace many 56 series and Pack-Con terminal applications," he continued.

Engine controls also means additional component assembly operations for Plant 11, Schubel contended.

"Weather Pack connector and seal assembly and cable seal and mylar assembly, both for the engine control program, will begin operations in Plant 11. Because of that addition, we will add 20 component assembly machines to Plant 11."

Plant 12

A year long project which will lead to the operation of an eighth mechanized line in Dept. 1266 will be one of the most visible of the model change rearrangements in Plant 12, noted Jerry McCarthy, Plant 12 manager.

"The forecast volumes and product requirements for the 1982 model year—at this time—show a need for the addition of the new mechanized

(Continued on next page)

1981 Model Change . . .

line to make front body harnesses. This million dollar project will take virtually the entire 1981 model year to complete and 'de-bug.' This new line will require some relocation of business in the neighboring miscellaneous areas," McCarthy contended.

Model change for 1981 in Plant 12 will see the addition of one new extruder in Dept. 1215 for the profile conduit business for the "J" body car, according to McCarthy.

"Plant 12 employes should also be aware that a small portion of the rear body business including one conveyor and one group of stationary boards is leaving to allow room for the expansion of the power area. Also leaving will be the transmission control jumper business which had been temporarily located in Dept. 1205," McCarthy acknowledged.

Plant 13

Several conveyor moves will take place this year in Plant 13 as part of this year's model change, reported Tom Tomko, Plant 13 manager.

"As far as additions to Plant 13 for 1981, an additional 'A' and 'G' body air conditioning harness conveyor and a conveyor to produce 'X' body air conditioning harnesses will be coming into our plant.

"Meanwhile, the 'A' and 'G' jumper conveyor will be leaving for Thomas Road and there will be one less 'B' and 'C' body air conditioning harness conveyor due to reduced car sales volume."

Tomko also noted two procedural changes for 1981 at Plant 13.

"Miscellaneous assembly areas will utilize computer systems to gain better control of schedules and inventory for the next model year, and Plant 13 will also participate in the Sample Quality Control program."

Plant 14

Plant 14 is already taking advantage of the down weeks to get a head start on its model change program for 1981, reported Andy Matey, Plant 14 manager.

"Because of the down weeks for some departments, we have worked out plans which allowed us to move up to May much of the model change work which had been scheduled for June and July. In fact, we are confident that we can accomplish about 30 percent of the changeovers by the first of June," Matey said.

As usual, the model change in Plant 14 "will be massive," Matey said.

"One change deals with the 'B' cross-car harness. Employes in those departments will find the 1981 harness easier to work with since it will be produced without the usual conduit.

"Olds Toronado and Buick Riviera will have their own forward lamp conveyor line. Previously these harnesses had been built on the Cadillac DeVille line."

Other changes also will take place in Plant 14, Matey added.

"Diesel engine harnesses for trucks should see a volume increase and that will mean a complete retooling in Dept. 1404.

"Plant 14 will build the Buick Metri-Pack pilots for the four and six cylinder vehicles. This will also mean a separate conveyor for 1981. There will also be an introduction of the Metri-Pack on the Buick 'X' forward lamp harness package in this plant.

"Another change deals with the Cadillac throttle body harness injectors area where there will be tooling changes to cover increased content on the harness," Matey concluded.

Plant 21

Plant 21 in Clinton will continue its transition from an assembly plant to a manufacturing plant, primarily in lead preparation and cutting, Ed Zuga, Plant 21 manager noted.

"Stationary boards will be used to build power harnesses for trucks and also for air conditioning controller harnesses for 'X' body cars.

"In house, we will have five final assembly lines, four for the instrument panel business, the fifth for forward lamp harnesses," Zuga pointed out.

"Plant 21 will also provide support for Chevrolet 'A', 'B' and 'G' instrument panel business, Buick 'A' and 'A - Special' instrument panel business and also for 'T', 'F' and 'C-truck' instrument panels."

DON GRAYEM, Dept. 516 millwright, left, and Alfred Schmidt, Dept. 516, examine blueprints for sprue pickers to be used in Plant 3's plastic molding process for 1981.

Plant 22

Model change for Plant 22 in Clinton will not be confined to the traditional spring-summer time frame, reported Dick Huibregtse, plant manager.

"Plant 22 actually has been undergoing a model change all year. From the time the tow line started last March, there has been continued activity changing this plant. Most of the activity now centers on the installation of punch presses, injection molding machines, assembly turntables, in-line machines and a second wire mill.

"The second wire mill includes a rod breakdown mill, 16 wire drawing machines, 20 bunchers and four extruders. Once all that cable equipment is installed, the daily capacity of the area will increase from 11 million feet to 24 million feet of extruded cable," Huibregtse explained.

Plant 22's manager also said a new bulk nylon drying and distribution system is being installed in the molding area and a wire drawing compound system is being readied.

"In the nylon molding area, the older style material dryers are being replaced with larger, more efficient models that will save energy and reduce air conditioning requirements in the plant, as well as helping to keep the plant cooler in summer.

"The material will now be purchased in 1,000 pound Gaylords. which will reduce the cost per pound. The dry material will be moved to the molding machines in overhead aluminum pipes via vacuum, thereby eliminating the moving of cardboard drums and storage at each press," Huibregtse noted.

Huibregtse stated the drawing compound system for the wire mill is "of the latest technological design and features a recirculating system with filtration and an emulsion breaker for converting exhausted compound back to distilled water for re-use."

Plant 23 - Brookhaven

More than half of the business packages at Brookhaven - Plant 23 will change for 1981, reported John Lambert, Plant 23 manager.

"Quads I, III and IV will see most of the changes for the next model year.

"Quad I will change over from four Chevrolet 'B' lines to two Oldsmobile and Buick 'E' right-hand instrument panel lines and one Olds and Buick left hand instrument panel line with seven stationary boards. Employes in Quad I will not only experience all new business packages but also stationary boards and Hybrid Integrated Production System (HIPS) conveyors for the first time," Lambert said.

Changes for Quad III include a shift from three Olds "A" instrument panel lines to one Olds "A" instrument panel line, one Olds "X" instrument panel line and one Pontiac "X" instrument panel line, Lambert revealed.

"Quad IV will keep two Cadillac 'C' and 'D' left hand instrument panel conveyors and one of the two G-10 van instrument panel conveyors it had for the 1980 model year. Quad IV will also pick up one Cadillac 'E' and 'K' left hand instrument panel conveyor for 1981," he said.

Lambert mentioned that Quad II "will remain just about the same with three Olds 'BC' instrument panel conveyors and three stationary boards. Additional work will result from the addition of engine control wiring to the harness."

Plant 24

Talmadge Portis, Plant 24 manager, termed the 1981 model change in his plant "a major challenge."

By the start of the 1981 Model Year, 16 conveyor assembly lines will be in Plant 24, compared to the current 12. The supporting workforce will be increased by approximately 175 employes, he added.

"Most of our additional business will be in Area-I, where we will be adding five assembly lines building Cadillac 'CD' and 'EK' right hand instrument panel harnesses. To support those lines, we will be adding cutters and lead preparation equipment.

"Area-II will see the addition of two lines of Buick 'X' instrument panel conveyors, replacing Pontiac 'F' and Oldsmobile 'X' business. One line building medium duty GMC truck instrument panels will remain in Area-II," Portis advised.

Areas III and IV will not see as much change as the other areas, however, as Portis stated, these areas will see some things happen.

" 'H-Special ' harnesses in Area-III will not change for the start of the 1981 model year. However, at mid year, they will be replaced by the new 'J' car instrument panel business.

"Area-IV will keep the same product families for 1981, but the Corvette business will increase with the start of a second Corvette plant, which will be at Bowling Green, Kentucky."

Plant 41

Starts of production in engine control and Integrated Production System (IPS) areas will highlight the model change for Plant 41 - Thomas Road.

Lee Crawford, Warren Branch Operations Manager, explained Plant 41 will produce carburetor solenoid and oxygen sensor assemblies.

"Both assemblies are included on all Computer Command Control equipped 1981 cars. We're expecting a start for both assemblies by the first of June. The oxygen sensor will be built

(Continued on next page)

1981 Model Change . . .

on four mechanized systems which will automatically prepare the leads and make four laser welds during the lead preparation process," Crawford said.

Two IPS-II areas will undergo model change due to product design changes, Crawford reported.

"We will be changing one of the door lock lines and the air conditioning jumper line. We expect those changes to be completed by July."

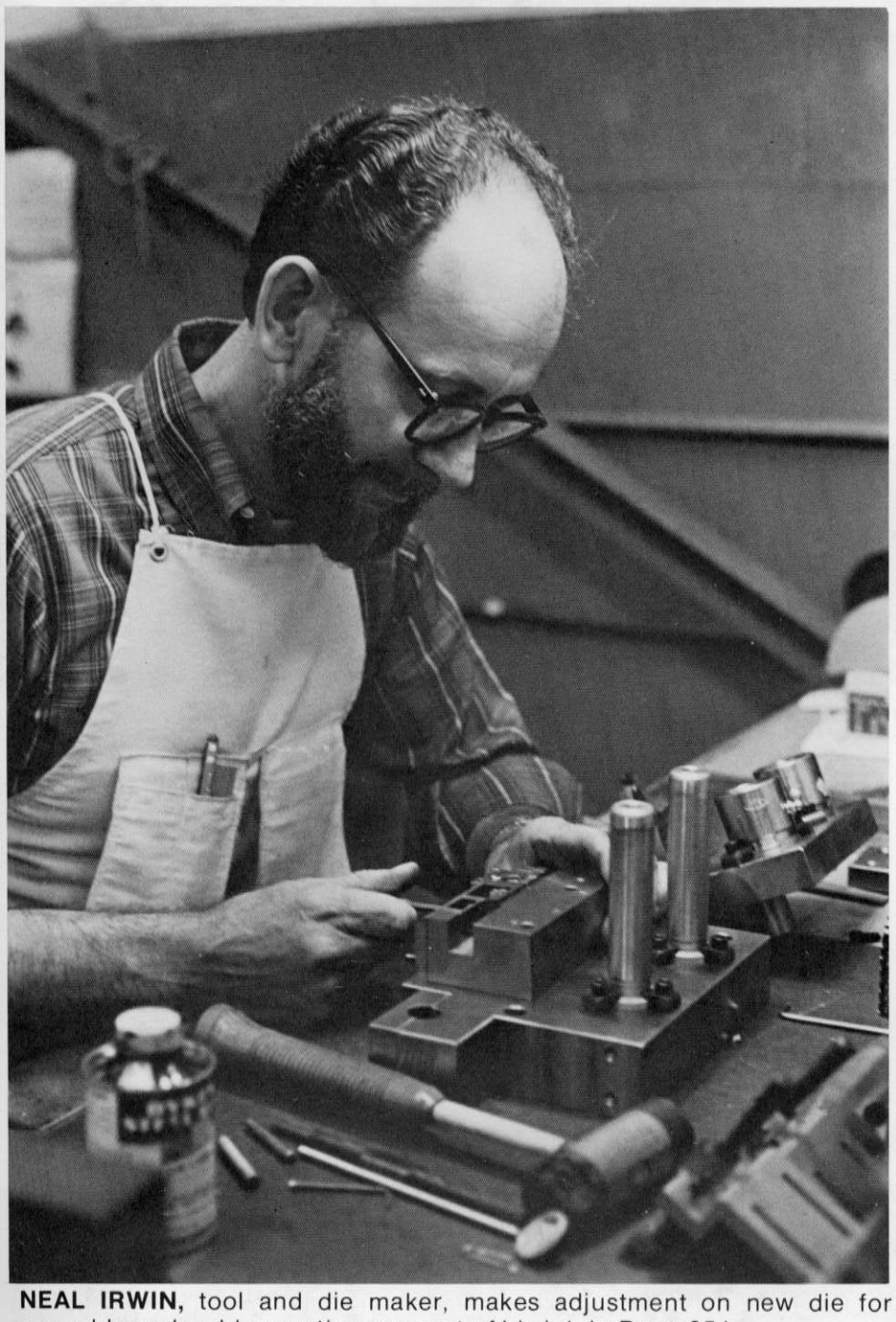
Crawford also revealed four new IPS-II lines will be added to build power window, door lock and air conditioning assemblies.

"Those line starts will begin in mid-August and will continue through early October."

major changes to accommodate the new '81 packages," Crawford explained.

Plant 42's so called front half will remain a low volume miscellaneous engine control harness area that will consist of stationary boards along with associated lead preparation equipment.

"Related product designs will be significantly different than those being built in that area today. In addition to engine controls, Electronic Spark Control (ESC) harnesses will also be built requiring one Harness Assembly Conveyor, commonly known as a 'HAC' line."



NEAL IRWIN, tool and die maker, makes adjustment on new die for assembly and weld operations as part of his job in Dept. 954.

Hubbard - Plant 42

Crawford reported "a major model change" will happen at Hubbard in preparation for the 1981 model year.

"Although the dust has just settled from the '80 and '81 pull-aheads for engine controls, there will be much work to do to prepare for 1981 at Hubbard.

"The rear half of Plant 42 has been tentatively designated to build 1981 engine control harnesses for the Pontiac 4.3 and 4.9 liter and the Chevrolet 'F' car engines. To achieve this production, we will use the new technology already started at Hubbard. Our '81 plan calls for three HIPS conveyors, 10 index lines and six Linear Feed Terminator (LFT) cutters. Existing HIPS lines currently running the Buick and Oldsmobile pull-ahead harnesses will require

Rootstown - Plant 43

Rootstown - Plant 43 will be least affected by the 1981 model change due to the nature of its business package, reported Dick Nelson, plant manager.

"Plant 43 basically handles the 'aftermarket' business, along with service business and work for non-allied customers. Because that type of business does not change to a great degree, Rootstown will not see any major changes for the 1981 model year," Nelson maintained.

Plant 44 - Austintown

Plant 44 - Austintown will see an increase in population as the 1981 model change is completed, according to Crawford.

"Plant 44 will build Computer Command Control harnesses for Buick V-6, Oldsmobile small V-8 and Chevrolet 1.6 liter engines for 1981.

"By the end of July, Plant 44 should have 600 people on 10 HIPS conveyors, 41 index lines and 20 Linear Feed Terminator cutters, as well as in the more traditional lead prep areas, Artos cutters, molds and stationary boards," Crawford said.

The branch operations manager also advised that Plant 44 will see the introduction of a one day in-process inventory system.

Crawford pointed out that this will be the first model change for Austintown, although some 1981 model year production did start shortly after Plant 44 operations began March 3.

Cortland - Plant 45

"Plant 45 is all new for the 1981 model year!," exclaimed Crawford. "We're dealing with a new product, a new plant, new manufacturing technology and a workforce new to the building and each other."

Crawford said that Plant 45's product line will be part of the 1981 engine control program.

"This plant will build wiring assemblies for the entire line of four and six cylinder engines used in GM's 'X' cars and also for Chevrolet V-6 and V-8 engines," he stated.

Although Plant 45 operations began earlier this year at temporary facilities at Thomas Road, occupancy of the Cortland building has started and is continuing to build up, Crawford added.

"We will phase out operations at Thomas Road as more Cortland employes shift to the new building. Our timetable calls for the occupancy of the Cortland building to be completed by September of this year.

"Plant 45 will feature 10 new HIPS conveyors assembling the engine control systems and 36 new index lines will be utilized for lead preparation manufacturing. A 'four-corner' layout in the plant will aid material handling and inventory control since productive material will flow in a more direct fashion through the production process."

Crawford noted the Plant 45 workforce will "be represented by nearly 700 current Packard employes" once the population process is complete at Plant 45.

Maintenance and Construction

While the bulk of Packard's employes view model change as a mid-summer event, Maintenance and Construction employes are involved with the planning and execution of the process prior to the previous Thanksgiving.

Russ Myers, manager of Skilled Trades, explained "the first production harness prints are made available to our group in November of the previous year. The Methods Lab will then build a sample harness and then have a peg-board review with representatives of Construction, Reliability and Production Engineering.

"The sample harness and prints are then given to construction electricians and board people to facilitate the construction of the boards which will be needed for the lines. The harness boards will subsequently be evaluated at the Methods Lab, where further changes may be made. From those master harness boards in the lab, a sample harness will be made and sent to the customer for evaluation, something that could mean even further changes here at Packard," Myers explained.

"After the master harness board is released, duplicate harness boards will be ordered to meet expected volume requirements.

"Maintenance and construction personnel begin to tackle the more visible aspects of model change in early March," Myers stated.

"Massive rearrangements will take place shortly thereafter in each department. Millwrights, tinners, carpenters, electricians and pipefitters become involved in the efforts to lengthen or shorten assembly lines. The important thing to remember is each line is set up for a different product and different method of assembling the product. . ."

Myers said that Warren Main plants will be taking on a new look as the model change takes the division into the 1981 model year.

"As the manufacturing of components becomes more and more our line of business, there will be new fabrication for the installation of lead preparation equipment. Rearrangements will become common as floor space becomes scarce and every foot of space must be utilized in the best possible way."

What Myers termed "a well-coordinated effort" for the 1981 model change will continue through September for the Maintenance and Construction people.

Dept. 552

Dept. 552, at Dana Street, deals primarily with molds used to produce plastic parts in Dept. 304, Myers noted.

"Once again, model change affects 552 long before the change in production areas. The new molds to be used in 304 are tried out in 552.

"Since many of these molds are new, spare parts for the tools that become part of them are not usually available. A concentrated effort by all three shifts is required in order to build the needed parts and return the tool to production," Myers said.

Molds for the Weather Pack series of plastic connectors "proved to be the year's largest challenge.

"These connectors will be used on engine control harnesses," he said.

Dept. 952

Dept. 952 toolroom members can look at their contribution to model change as "two-fold", Myers explained.

"On one hand, these employes build and debug new tooling to produce component parts that are sent to almost every assembly area at Packard. On the other, we also help set up and debug new assembly equipment in Plant 11. That equipment combines two or more component parts into sub-assemblies used in the manufacturing of wiring harnesses."

The Engine Control Program left an impact on 952's activities for this model change, according to Myers.

"Dept. 952 employes built and debugged the male Weather Pack terminal make dies. Ten of these pin terminal dies were built by a team of die makers, grinders and machinists from all three shifts in 952. This was the biggest single make die program

(Continued on next page)

1981 Model Change . . .

WILLIE WILLIAMS, Dept. 954, drills a frame for cutter dies which will be used for 1981 production at Packard.

ever taken on by a Packard toolroom and the combined effort of 952 journeymen enabled an earlier than scheduled completion of the building and debugging of these dies, saving thousands of dollars. That allowed Plant 11 to set these dies in Dept. 1104 for trial runs, giving the terminal make area a jump on its engine control program."

Myers reported that other Dept.952 projects for this model change included the building and debugging of seven Tripmaster terminal make dies, the building of 92 Artos cutter dies for branch operations and the cooperation with other skilled trades to help set up Plant 11's new engine control departments.

Dept. 954, 956 Toolrooms

Both of these toolrooms at North River Road are involved with model changes many months ahead of the actual start of production for the new model year and this model change was no exception, Myers reported.

"During the past model year, Dept. 954, located at Plant 12, had an abnormally heavy workload, primarily for the tooling requirements for IPS-II technology at Thomas Road. That tooling was built 'in house' and involved at one time or another everyone in the shop.

"Other work performed by the 954 toolroom included work on assembly dies, Artos cutter dies, weld dies and make and assembly dies. Our 954 group also has the responsibility of building and maintaining the Moslo molds," Myers said.

Dept. 956, the Process Laboratory Toolroom, continued its work on the development of products or improved processes which will be incorporated into the next model year's production, Myers said.

"In this toolroom, employes work closely with engineers to hand-make new style terminals, connectors or necessary machinery to assemble a new product."

GARY GARNETT, Dept. 906 millwright, welds a support to an assembly line in Dept. 1401 which is being readied for 1981. Don Hall, millwright, shields eyes during the welding operation.

Packard honors 25 year employes

The 199 members of the Class of '54 were honored by Packard Electric May 17 at the annual 25 Year Service Award Banquet held at the W. D. Packard Music Hall in Warren.

Award recipients were presented with their choices of timepieces as part of the General Motors corporate program for recognition of service. Also on the program were The Lyter Side, the Warren Junior Military Band and remarks by Mary Jane Taylor, manager of Public Relations, Richard G. "Skip" LeFauve, former general manufacturing manager, and General Manager James R. Rinehart.

The banquet also doubled as a birthday party for the division which marks its 90th year in business during 1980 and the occasion was noted with a huge birthday cake in the shape of the number 90.

Master of ceremonies for the evening was Richard L. Huber, director of Personnel and Public Relations.

Mary Jane Taylor brought the birthday celebration into perspective with a brief look at Packard's history from 1890, when the Packard brothers, William Doud and James Ward, opened a plant to make carbon filament light bulbs, through the development of the Packard automobile to 1954, when the service award recipients began their careers at Packard.

Huber then reminisced about the year 1954 . . . the year plans to build Plant 10 were announced and the Consumer Price Index dropped, reducing the Cost of Living Allowance one cent to six cent per hour. In 1954, conveyor workers earned $1.60 per hour and the interest rate for a new home was five percent, an Easter dress sold for $5.88 and a train ticket to New York City cost $18.30.

After Huber's remarks, Rinehart spoke on the state of Packard Electric's business. The general manager's remarks are highlighted in a Page 1 story in this issue.

PACKARD'S 25 YEAR service award recipients and their spouses converse with one another in an 1890's atmosphere at the W. D. Packard Music Hall. The event was held May 17 and included an observance of Packard Electric's 90th birthday, complete with a huge birthday cake.

Packard's departing general manufacturing manager, LeFauve, who is now general manager of Diesel Equipment Division in Grand Rapids, Mich., used the occasion to make farewell remarks. LeFauve recalled how when he came to Packard 24 years ago, "something really turned me on . . . all the time I was in the Navy, I kept telling people what a great place Packard Electric was. I came back to Packard Electric in 1962, and by that time, Packard was starting to expand."

LeFauve noted that during the division's period of rapid growth in the 60's ". . . we lost sight of something, and I was just as guilty as the next guy. We concentrated on making wiring harnesses, getting them out the door. We lost sight of people. I remember when I was assigned to Plant 12 as a production supervisor the advice I got from all my friends out there: 'don't trust anybody. It's a jungle and only the strong survive out there.' And it's sad to say that it was true . . . we weren't worrying about each other, we were worrying about ourselves. A lot of us complained. A lot of us said 'somebody ought to do something.' We were all waiting for the next guy. Thank heaven something did happen. Jim Rinehart came back.

LeFauve then spoke of the changes introduced since 1975 under Rinehart's leadership; trusting the union, asking people on the floor what they thought, participative management, communications.

"Packard Electric is changing. Packard Electric is becoming what it was when we all started at Packard . . . not perfect and we don't have all the problems solved yet . . . but Jim turned Packard Electric around, and when it comes to Packard Electric history, there's got to be a new testament that talks about the way you really ought to run a business."

LeFauve's remarks were made to an audience that sat in rapt attention and literally burst into applause, some rising to their feet, at his conclusion.

The evening ended with the award presentations and music by the Junior Military Band.

Honor roll

Wilma D. Adamson
Vincent J. Adduci
Theresa H. Ahladis
Fred M. Andrews
Betty C. Aughenbaugh
Virginia P. Aulet
James F. Austin
Joann B. Austin
Norma Babcock
Irving L. Baker
Gladys S. Baldwin
Irene Barb
Frederick H. Barbe
Carol G. Beavers
Robert C. Bidinger
Donald M. Bishop
Catherine S. Bortz
Joann B. Botsko
Robert L. Bradley
Jack E. Brown
Shirley W. Brown
Geraldine B. Busick
Patricia D. Cannon
Frank C. Cicero
Ann K. Clayton
John F. Cola
Joann F. Cook
Marilyn G. Crislip
Raymond P. Crispen
Katherine C. Cross
Joseph L. Danielson
Joanne W. Davis
Mary M. DePascale
Lewis E. Dorsey
Sylvester D. Drain
Marjorie A. Dunkerton
Lorraine P. Emerson
Harold E. English
Ethel K. Fetchko
Angelo A. Flamini
Anna D. Folman
Mary L. Fredericks
Patrick E. Gabriele
Thelda M. Galbincea
Myron K. Gamble
Margaret G. Garhart
Daniel Gelet
Mary A. Ginter
Helen D. Gross
Jasmine D. Gross
Mary Gustovich
John W. Harris
Joseph Harris
Mary S. Hilas
Bertha G. Hilton
Rosalie G. Hipkins
Harry W. Hixenbaugh
Reginald J. Hoerig
Charles E. Hustead
Mary P. Jackson
Jacque C. Jamison
John J. Kachurik, Jr.
Catherine J. Kantor
George Karney
Martin E. Kochemba
Elaine M. Krempasky
Jennie S. Kusmack
Annie H. Lathan
Dora Y. Lazar
Mattie B. Lee
Olive B. Liebert
Adelaide B. Lincoln
Lila D. Lipscomb
Carnetha J. Lockett
Richard E. Loeding
Anthony F. Luich
William J. Maggs
Patsy Maiorano
Margie B. Majcher
Clarice B. Marhefky
Armand N. Massary, Jr.
Joseph C. McCullick
Vonda L. McIntire
Lois L. McKnight
June V. McQuilken
John W. Messick
Dorothy A. Morello
Thelma O. Moss
Jared L. Murphy
Marion D. Naylor
Julia V. Neill
Janice M. Nobbs
Hazel G. Noel
Ruby P. Padula
Gloria A. Parcetich
Dale H. Parthemer
Mary L. Persino
Rodger L. Pettit
Clarence H. Phillips
George H. Phillips, Jr.
Virginia K. Pierce
Harold E. Pittman
Janice M. Porterfield
William A. Price
Gertrude K. Radonich
Catherine B. Radu
Dolores M. Rankin
Edith A. Reed
Jeraldine M. Richetto
Peter J. Rinaldi
Sara G. Rinehart
Theresa C. Robbins
Mona H. Rohrbaugh
Narwista R. Sayers
Helen P. Scarpaci
Ann K. Shinosky
Marion W. Shinosky
Helen M. Smith
Edward J. Smusz
Helen Y. Snyder
Emma D. Spado
William W. Stankus
John E. Stanton
Delores P. Steinbeiser
Pattie S. Stiver
John J. Streitferdt
Clyde E. Stuler, Jr.
Mary L. Stulock
Gloria F. Tascione
Clifford D. Taylor
Lois H. Thorp
Anna R. Toda
R. G. Van Wingerden
Renee Vaughn
Leona G. Vinich
Betty L. Wagner
Howard M. Walters
Jeannette C. Wanchek
Clark E. Ward
Agnes T. Watros
William C. Weltlin
Evelyn C. White
Mildred P. Wilkinson
Jean L. Williams
Betty H. Wilson
Janice J. Wolfe
Deloris M. Wood
Delores L. Wrick
Maria M. Yanniello
Mary S. Zabrucky

'Dutch' Wilson retirement means horse show circuit

Packard electrical engineer Raymond "Dutch" Wilson retired this week after 39 years service with the division and promptly headed "out to pasture."

Retirement for Wilson will afford him more time for his favorite hobby, the showing, raising and breeding of quarterhorses.

Wilson said that he is looking forward to that with such enthusiasm that he recently purchased another quarterhorse "Boston Supreme."

"This stallion has been trained for showing in pleasure (riding) and halter (showing) classes. To keep this horse in shape for the various shows we will attend, he must be worked for two hours a day at our place in Southington.

"These animals really need tender loving care. They must be fed a good ration of grain and hay and we must be careful not to let them eat too much green grass in the spring; otherwise they could develop stomach problems," Wilson said.

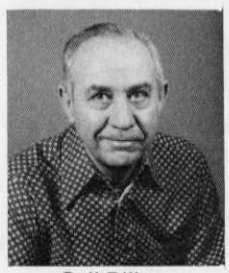
Wilson noted that "Boston Supreme" is not the first horse he owned; he currently has two brood mares kept on his property. He pointed out that the care and training of the horses has become a family affair and that his daughter, Barbara, an employe in Packard's Hourly Payroll section, will assist him in the upcoming shows.

"Most of the show seasons are in the summer months. The way it looks now is that we'll be involved in two or three shows a month. Our plans for the short-term call for keeping with shows in areas east of the Mississippi River. Later, we may travel to the south for some shows during the winter months.

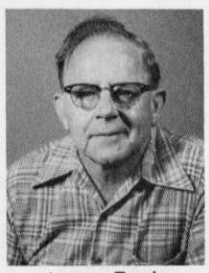
"The big event of the year, as far as "Boston Supreme" will be concerned is the American Quarterhorse Congress, which will be held in Columbus, Ohio. This show, in October, draws horses from all over the United States and Canada. We're really hoping that our horse will do well in this showing."

Wilson reaffirmed the idea that "Boston Supreme" should give him many busy days. "He's five years old. The life expectancy of these horses is 20 to 25 years . . . ."

Retirees' corner



Gail Dilley
Dept. 1124
14 years



James Davis
Dept. 911
11 years

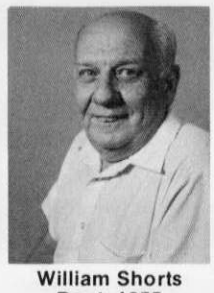
Ruie Tidwell
Dept. 1208
31 years

Paul Yocum
Dept. 1415
14 years

Joseph Siverling
Dept. 945
22 years

John Pyles
Dept. 304
30 years

Wilma North
Dept. 1124
32 years



William Shorts
Dept. 1055
30 years

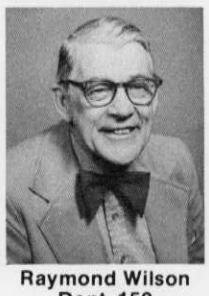
Kathryn Jenkins
Dept. 1255
33 years

Robert Cook
Dept. 59
37 years

Waldo Hipple
Dept. 950
30 years

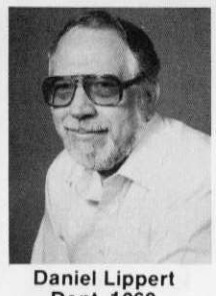
Maybelle Geer
Dept. 1016
14 years

Paul Orinin
Dept. 151
34 years



Raymond Wilson
Dept. 152
39 years

Romaine Carpenter
Dept. 1220
27 years



Daniel Lippert
Dept. 1069
37 years

Samuel Hillyard
Dept. 515
29 years

Paralee Cozzi
Dept. 1449
30 years

Packard probe

QUESTION: What are your thoughts concerning wage and price controls as a deterrent to inflation?

Donna Redman
Dept. 176

"I think they could help. This inflation is what's happening today."

Redman

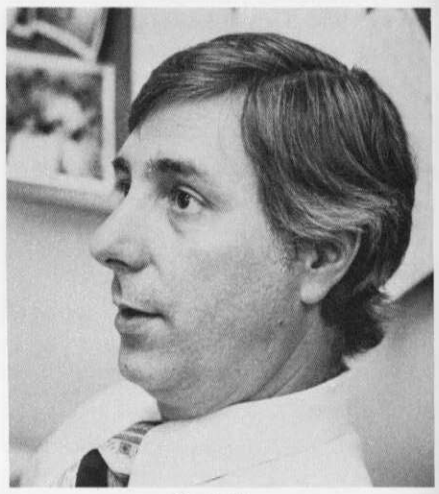
Holmes

Robert Holmes
Dept. 956

"I don't know if anyone knows the real answer. I am quite concerned because I am ready to retire. I thought I had a pretty good program set up for myself for retirement, but with inflation the way it is, I'm not sure I'll be able to do what I want to do."

Dan Gutelius
Dept. 75

"I think some form of wage and price control is necessary, but not to any great extent. There should be a modified wage and price control program."



Gutelius

Starr

Debbie Starr
Dept. 154

"I feel that they would be effective. We need some sort of controls. We can't let things keep on spiraling the way they are."

Gladys Belica
Dept. 1305

"I don't think they would work because they let big business raise their prices and they don't let you raise your wages."

Belica