

PACKARD ELECTRIC

Cablegram

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Reason: 'competitive challenges'

Executive Committee realigned

Packard Electric Division General Manager W. Blair Thompson has announced major changes in the division's management structure in order to meet competitive challenges.

The changes involve a restructuring of Packard's Executive Committee, the division's top management group, and are effective Sept. 1.

Anthony P. Andreatta is appointed director, Manufacturing Engineering. Andreatta was formerly director, Engineering. In his new assignment Andreatta will be responsible for the division's Manufacturing Engineering and Planning activities, along with Warren Operations Manufacturing Engineering and Skilled Trades.

John J. Martin is appointed director, Materials Management. Martin was formerly director, Procurement. He will continue his current responsibility and will assume responsibility for Production and Material Control.

Rudolph A. Schlais, Jr. replaces

Andreatta as Director, Engineering. Schlais returns to Packard from his assignment as General Sales Manager for Delco Products Division. He left Packard in 1972 to join the General Motors Engineering Staff and later transferred to the Corporate Planning Group. He moved to Delco Products in 1973 as assistant chief engineer and also served as plant manager. In his new assignment at Packard, Schlais will be responsible for the division's design,

development, test, evaluation and validation of wiring systems and components.

Robert G. Van Wingerden is appointed General Sales Manager after serving as general director, Reliability, Materials and Sales. Van Wingerden will be responsible for the division's world-wide sales.

William C. Wehmer is appointed director, Reliability and Quality Control, after serving as director,

Warren Operations Cable and Components. He will be responsible for all Quality activities for the division.

Continuing in their current assignments are: Raymond E. Connolly, divisional comptroller; Donald R. Dedow, general manufacturing manager; Frank Gothe, managing director, European Operations; James L. Hatch, director, Information Systems; Richard L. Huber, director, Personnel and Public Relations.

The Executive Committee now consists of 10 staff members under General Manager Thompson. Prior to the reorganization, the Executive Committee was composed of 19 members.

Thompson, in his announcement of the reorganization, said the changes will "... place greater emphasis on efficiency, cost reduction, increased productivity and the more effective use of human resources world-wide."

In addition to the restructuring of the Executive Committee, Patrick G. McCart and Edward A. Golick have returned to Warren headquarters from assignments at Packard Electric Ireland. McCart, who was managing director, is appointed director, Warren Operations Cable and Components replacing Wehmer. Golick, who was resident comptroller, returns to his former position of assistant divisional comptroller.



Andreatta



Martin



Schlais



Van Wingerden



Wehmer



Connolly



Dedow



Gothe



Hatch



Huber

Women find trades challenging

by Joe Tori

It is a fact that more than 50 percent of Packard's workforce is made up of women. Yet, less than two percent of Packard's women are currently working in skilled trades, according to Donna DeOnofrio, supervisor, Hourly Employment.

Since 1972 — when the first women entered the tool and die apprentice program — only 14 women have become journeymen, DeOnofrio said.

DeOnofrio noted that Hourly Employment is again taking applications for all skilled trades areas. "The purpose of the program is to train qualified employees to perform journeymen's work, and GM bears the total expense of apprentice training."

"Applicants must have the equivalent of an high school diploma, or a 'C' grade in either algebra or geometry at the high school level," she stressed. In addition, she noted applicants must be between the ages of 18 and 44 and are required to take an aptitude test. Applicants are then selected for interviews based on total points

accumulated prior to the interview.

She explained that the points are totaled and the applicants ranked accordingly, with apprenticeships offered based on ranking. Highest points get the job.

"We always need skilled trades people," DeOnofrio said. "In the past, GM has started apprentice classes as necessary. But, with our conversion to high-technology component business, there will be an even greater need. The opportunity is there, for those who have the desire, initiative and the qualifications, to be considered for a skilled trade."

Elmer Sabo, supervisor, tool and diemaker apprentice program, echoed DeOnofrio. "We need good skilled tradesmen. There is a shortage."

"The program has always been open to males and females, and the women have proven themselves. The work is self-satisfying and rewarding both financially and personally. I would encourage anyone with the desire to look at skilled trades."

Bill Bevan, Maintenance and

Construction skilled trades coordinator, added, "This is an opportunity for women to get involved with the apprenticeship program. It is highly

competitive. We are looking for conscientious, hard workers who are willing to learn and dedicated to

(Continued on page 3)



PAYDAY — Fay Carter, temporary foreman, Maintenance and Construction, shares a few words with millwright Joe Stabile, of Dept. 516 while delivering the week's earnings.

News - - briefs

GM announces recall

General Motors said it will ask about 245,000 owners of 1980 and 1981 Chevrolet Citation, Pontiac Phoenix, Oldsmobile Omega, and Buick Skylark models equipped with manual transmissions to bring their cars to GM dealers for inspection and service for the following conditions:

- These cars may experience slippage in the linkage of the self-adjusting clutch mechanism. This could cause an audible clicking or ratcheting when the clutch pedal is depressed. The resulting condition may allow quicker engagement of the clutch and this may become annoying to the driver.

- About 47,000 of the 1980 models may also have proportioner valves in the brake system which could cause rear brakes to lock-up prematurely during a very severe brake application.

Goodbye to GMI?

GM Vice President David C. Collier recently issued the following statement regarding General Motors Institute: "In line with continuing studies of all its operations, GM is considering alternatives to its operation of the General Motors Institute in Flint. We are seeking less costly and perhaps more effective ways of recruiting and training engineers and other professionals. Under any alternative, the cooperative program involving the current exceptionally qualified student body will be maintained so the students can complete their undergraduate education. GM remains committed to the concept of cooperative education and expects to continue to recruit high school graduates. Whether the Institute will continue to operate independently of GM and how soon GM would begin to phase out its relationship are still to be decided."

Emission omissions

General Motors Chairman Roger B. Smith, promising the savings will be reflected in future sticker-price reductions, recently urged Congress to revise the Clean Air Act without delay so that some of the complex emission control equipment can be removed from new cars.

"The clock is running," Smith said. "When production of our 1982 models is fully underway this fall, GM alone will be building more than 19,000 gasoline-powered passenger cars every working day for sale in this country. Each of them has an average of about \$725 worth of emissions hardware reflected in its sticker price."

"The sooner Congress acts, the sooner we can begin to make the engineering and production changes necessary to take some of that equipment off. We can't take it all off, of course. Some of it we'll retain because it improves fuel economy, driveability and cold start performance. But we might be able to remove up to \$300 worth."

Packard Electric Cablegram

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Reduces die jams, scrap in Plant 11

Suggestion earns employee \$10,000

It seems like every month the **Cablegram** has occasion to report on an employee receiving the maximum \$10,000 suggestion award under Packard's suggestion award program. August continued that streak.

Victor Gober of Dept. 1142 earned the maximum award for his suggestion to replace stationary contacts on the plating line in Dept. 1140 with rolling contacts.

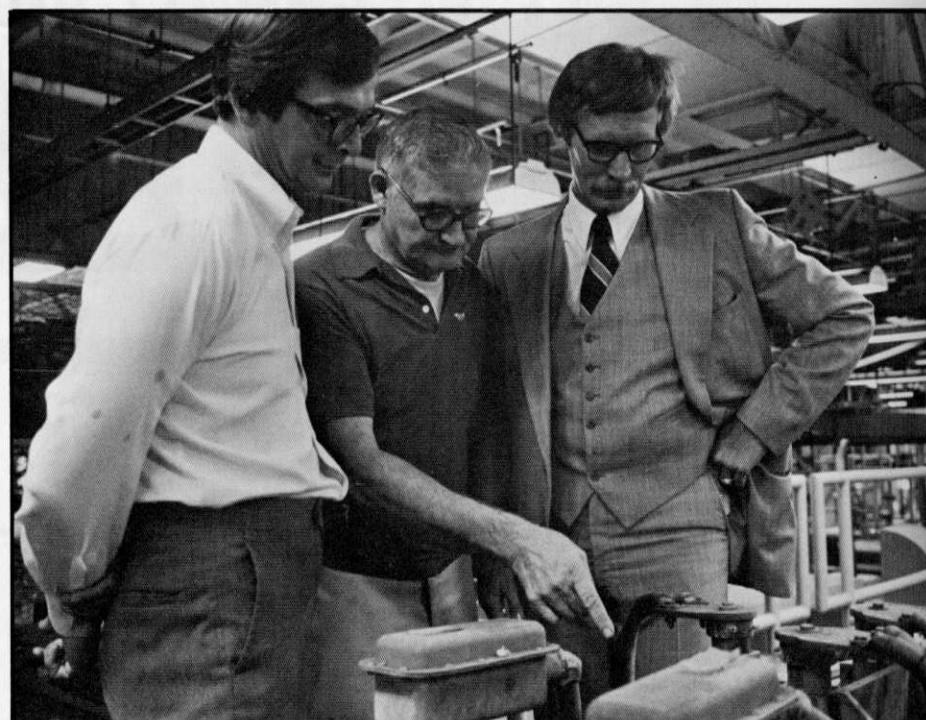
The suggestion eliminated bumps in plated strip stock and resulted in fewer die jams and reduced scrap in the high speed press areas.

Gober, a 25-year employee, said, "When I first came to this department last September, the line used stationary contacts and they were picking up little chunks of metal. The boss would tell me, 'we've got to do something about those specs on the stock.'"

Gober noted the department had tried many different approaches to the problem. "They tried graphite rods, but they would develop a flat side and wouldn't make contact with the stock. And they tried copper sleeves. The only thing that seemed to work was the rollers.

"They were leery of the idea at first, because they thought it wouldn't work and it would cost a lot of money. First they tried one set," he said. "When they got that working, they tried a second set. And when they got that working, they ordered a set for the whole line."

Gober noted that there are about a



SUGGESTION AWARD WINNER Victor Gober, of Dept. 1104, explains his award-winning idea to foreman Andrew Machak (left) and Bill Wehmer, director of cable and components, Warren Operations. The idea reduced scrap and die jams by eliminating bumps on plated strip stock in the Dept. 1142 plating area.

dozen contact points located on the line between the plating tanks.

"We weren't even sure the idea was going to work when we installed it, so we just went slow," Gober said. "There were certain adjustments that had to be made to the rollers when they were installed. It took a little while to iron out the problems, but the cooperation was satisfactory.

"I thought about the suggestion for a

long time," he recalled. "I would go home at night and think about it.

"I was surprised to get such a big amount. I didn't think I'd get the full amount, but I'm happy I did.

"I think the suggestion program is a good idea . . . an excellent idea. It's good for the employees and it's good for Packard. I've worked a lot of places and Packard is the best. That's why I've stuck around as long as I have."

Packard at the 'leading edge'

Inventory accuracy 99.9 percent

by Michael Hissam

Packard Electric continues to lead General Motors and other industries in inventory record accuracy. In fact, Packard remains on the leading edge of technology in material handling and material control with a perpetual inventory accuracy of 99.9 percent for all rack-stored finished goods, according to Jack Tomerlin, general supervisor, Material Handling Systems.

Maintenance of that accuracy level—first achieved in 1978—was also the reason why John Martin, director, Procurement and Traffic, was asked to present Packard's inventory control system to the General Motors Worldwide Manufacturing Productivity Conference late in 1980, Tomerlin said.

Tomerlin noted there is further support behind the "leading edge of technology" statement used to describe Packard's efforts. "The publication **Modern Material Handling** predicted late in 1980 that industrial inventory record keeping accuracy will improve from the present 50 to 70 percent to 90 percent in the 1980s using present technology." We have been at 99.9 percent since 1978.

That 99.9 percent accuracy level is also the reason that the carton and skid storage portions of the Warren and Clinton shipping floors are exempt from physical inventory each year. "The computerized system is now more accurate than what could be expected

from a physical count," Tomerlin explained, adding that the highly-accurate system also is being used at the division's El Paso, Tex. warehouse "where it is meeting with similar success and where further refinements are already in place in the system."

But what does such an accurate inventory system mean other than being able to "find something on the shipping floor?"

"This helps Packard become more competitive through cost reduction," Tomerlin noted. "We now have better control over our product, not only in the finished goods stage, but all the way back to the raw materials needed for production. With this system we know what we have ready to ship to the customer. By knowing for sure what we have, we have been able to reduce unnecessary changeovers in production areas. Those changeovers are expensive and become even more so when excess and obsolete materials are produced by a changeover that was not needed because of an error in Packard's records.

This system also allows for complete tracking of the finished goods all the way from the production department to the customer," Tomerlin advised.

Although now considered a trendsetter in finished goods inventory control, Packard, only nine years ago, faced a serious inventory control situation, he recalled. In 1972, our inventory accuracy was only 42 percent

and that caused considerable problems for our customers and manufacturing departments.

"Two years later, the Systems Department, with Material Handling Engineering, designed and implemented a manual material handling storage system which "improved" our accuracy to 84 percent."

Tomerlin said that Ray Cook, of Systems, and Data Processing people worked to improve the system to the success level it has today. "What enables our computers to accurately track the product is the use of a special identification label which features four removable stubs, each with the same serial-numbered, computer-prepared and computer-readable information. The stubs are removed at various points in the shipping process and are read by computer to allow us to keep track of the goods and update the shipping history of the finished goods all the way to the customer."

Further development of the computerized system at the El Paso warehouse results in the computer automatically verifying the shipment of finished goods and preparing all shipping papers, including invoices. Tomerlin noted, "This assures that the paperwork and the shipment agree and are correct. Accounts Receivable is enthusiastic about this portion of the system since it allows Packard to bill

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Work is self-satisfying, rewarding

Women find challenge in trades

(Continued from page 1)
becoming the best in their profession."

Editors note: What follows is a series of interviews with three women who have become journeymen. Each woman is involved in a different trade — one is a tool and diemaker, one a painter and one a millwright currently working as a temporary maintenance supervisor.

Fay Carter

Fay Carter is a journeyman millwright currently working as a temporary foreman in Dept. 513. Carter began her training under the Packard-sponsored Upgrader program in April of 1977 and completed it in October of 1980.

Prior to her training, Carter worked on an assembly line in Plant 12, and later as the first woman construction laborer in Plant 3. "I was the only female on the labor gang and I operated a jackhammer," she recalled.

"On April 11, 1977, I took the test and interviewed for the Upgrader program. I began in Plant 8 as an Upgrader with the last class of Upgraders to go through."

During the program, Carter spent time in construction in Plants 8 and 14, the build-up area in Plant 10, and the Methods Lab in the E&R building. In the Department 516 fabrication shop, she learned machine operation and print reading techniques. "While this was going on, we were also going to school at Lordstown nine months out of the year," she noted.

From the fabrication shop, Carter went to Plant 8 maintenance where she ran trouble-shooting calls. She got married while in the program and finished in October, 1980.

She has since worked in maintenance and build-up. In March I attended the assessment center and in June I was approached to become a per diem foreman, "filling in for a foreman on vacation."

Carter said she became interested in skilled trades because, "production was very boring for me . . . no challenge.

The guys teased me about taking the test. It was almost like a dare. I figured 'I have nothing to lose, all they can do is say 'no.'"

"I based my trade selection on what exposure I'd had. My mother was a 'home ec' teacher and I enjoyed cutting patterns . . . on steel." She continued "I like to tear things apart, put them back together and make them work. It gives me a feeling of self-satisfaction; independence.

"My first assignment was as a



Liz Noufer

journeyman in Plant 8. I had reservations at first, but it wasn't bad. I took a lot of peer pressure and held up well under it. After I established myself, I was accepted more. But, there are some diehards who won't change.

"I felt really good the day I finished the program. I was where I wanted to be, working with who I wanted to work with, and my bosses were good. It was where I wanted to be.

"There were two separate occasions when I almost quit, but that's when I made up my mind not to quit. I get the 'raspberries' every day, but I know from that that everything's good."

Of supervisory work, Carter says, "I was looking at supervisory work down

the road. Then, I was approached about the assessment center. At that time, I felt that I needed more time on my job, and that I needed exposure to other trades.

"I have found that if you put trust in the other guys and their capabilities, you'll learn as you go along. I just try to be fair . . . treat everyone equal and make the day go the best for everyone that I can. A smile and a good morning can start the day off well.

"I like the responsibility," she



Carol Zipay

continued. "I like the sense of accomplishment. I think I would like to go back to school for an associate degree in either Industrial Management or Business and stay in supervisory work."

Carter is married and has two daughters. Her husband is also a GM employee at Lordstown. His response to her aggressiveness? "Go get'em, tiger."

Carol Zipay

Carol Zipay is a journeyman painter in Dept. 546. She entered the Upgrader program in 1973 and became the first woman to complete training in maintenance skilled trades. Zipay's training was much the same as that of Carter.

Zipay said she became interested in being a painter, because she had done ceramic tile and wallpapering before she started at Packard. "I've always done that same type of work. But my main reason was that I felt so stagnated working on the line.

"One time on my way to the cafeteria I saw a notice that Packard needed painters with experience." She signed on. "I never thought they would call me, because there were no women in maintenance at that time.

"There was peer pressure only because I was the first woman. You're going to get a certain amount of that, especially when you are the first. I almost quit once because of the pressure.

"On the other hand, there are the guys that want to kill you with kindness.

"When the shock is over, they just get used to you. No one now treats me any differently than they would a fellow. There are jobs—heavy jobs especially—where, if they had their choice, the men would rather have a man at the other end."

Zipay completed the program in 1978 despite the fact that she was laid off three times.

"Upgraders in painting learn to glaze (install glass), wallpaper, stencil, patch, and prepare surfaces, and refinish woodwork. And they spray a lot.

"I enjoy my work. There is a lot of variety. I'm not doing the same thing from day to day."

"But," she maintains, "it takes a certain type of woman—a woman who doesn't mind getting dirty. You couldn't do too many of the jobs out here if you were always worried about appearance. And, it requires mechanical sense, because, in any of the skilled trades you will have to work with tools. You are on your own an awful lot. A little bit of experience helps."

Zipay said she would encourage
(Continued on page 4)

System more accurate than count

(Continued from page 2)
customers two days earlier than was previously possible."

Tomerlin advised that further plans call for the implementation of the "El Paso Portion" of the finished goods system—automatic preparation of all paperwork and shipment verification by computer—in Clinton later this year and in Warren in early 1982.

"The Systems group will also be working with the Packard Inventory Reporting and Tracking System (PIRTS) organization in an effort to accomplish the same degree of inventory accuracy with our component and in-process inventory as we now enjoy with our finished goods inventory. Such efforts have been underway in El Paso and should be fully operational there in 1982."

Although much credit is given to computer technology in achieving the inventory success, Tomerlin noted that credit should be directed to the human factor. "It is the work of the inventory audit teams, Data Processing people and warehouse hourly people who take special care in putting material in storage and subsequently 'picking' it for shipment that puts us at the 99.9 percent inventory accuracy record."

What happens when inventory is under control: A close-up look at the Clinton Component Store

by Allan Csiky

The lifeline of a business as large and diverse as Packard Electric is the system that assures all the pieces to an end-product are available in the right place at the right time.

Keeping track of components in Clinton is the responsibility of the team of employees who work in and around the Plant 21 Component Store which has joined warehouse and shipping operations in Warren and Mississippi in being exempt from annual physical inventory.

Being exempt from physical inventory is just the tip of the iceberg though, according to Willie Hall, supervisor of the Component Store in Clinton. The exemption means that the area maintains a 98.8 percent rate of accuracy on a daily operating basis, no small task when one considers that there are 12,084 locations where components are stored. A typical day will see 1,600 items move from the store to manufacturing departments, and a

like number of items move in to replace them.

"It would be impossible without the people who do the daily work according to the way the Inventory Management System was designed," Hall commented. He explained the daily routine includes a row-by-row audit, a portion of which is done every day. A complete audit of all 58 rows takes about two-and-a-half weeks.

The routine involves an auditor who begins a typical shift by checking storage locations on a computer terminal. New data is fed into the computer regularly as parts are moved in and out of the store. Any discrepancies found in the daily audit are immediately corrected.

Cooperation among auditors, dock checkers and fork lift operators keeps the flow of components under control, according to Hall. "People make the system work. You can have a good system, but without good people, you might as well not have a system at all."

The Inventory Management System in the Clinton Component Store has been in operation just over a year. Reduced to its simplest terms, the system provides for logging material in, placing it in the proper storage rack and logging it out when it is shipped to a production department. The data is stored on computer terminals in the area.

Having control of inventory not only creates savings in avoiding the cost of doing an annual physical inventory, it diminishes the need for excessive inventory. The dollars saved can be diverted into more productive uses within the organization, said John Toth, general supervisor of Material Handling. Accurate inventory management also enables production departments to avoid downtime waiting for misplaced components.

Toth cited Production, Production Control, Receiving Inspection and the store employees' cooperation in making the Inventory Management System a working success story.

Two employees receive recognition for valiant CPR lifesaving efforts

Two Packard employees, one in Warren, the other in Brookhaven, recently received corporate recognition for their lifesaving efforts using techniques taught by the American Red Cross and supported by United Way funds.

John Hilbert, an employee in Brookhaven, and Don Guarino, a Warren security officer, received awards from Ben Cieslik, director of Occupational Safety for General Motors in separate ceremonies recently.

Hilbert was returning to his work station on Jan. 6, 1981, when he noticed a fellow employee, Margie Smith, choking on something. He acted without hesitation and performed the

"Heimlich Maneuver," a special hug used to dislodge objects stuck in the throat of choking victims.

Guarino was at work on May 9, 1981, when fellow security officer Don Criddle experienced a coronary occlusion and stopped breathing. Guarino began CPR on Criddle and administered oxygen. Within minutes Criddle's breathing had improved and he was on his way to St. Joseph's Hospital.

Guarino used his CPR knowledge once before to save the life of Andrew Machak, a Plant 11 foreman, who was pinned against a T-bar support on a plating line in Dept. 1142.

Salaried Personnel announces information regarding fellowships

Salaried employees who wish to apply for graduate fellowships under the Deferred Employment/ Graduate Study Plan and the GM Fellowship Program should be aware of the following information, according to Michele Scala, coordinator, Student Programs:

— All candidates in engineering or science must submit the results of the Graduate Record Exam (GRE) irrespective of whether or not the graduate school they plan to attend requires the GRE for admission.

— All candidates in business or other non-technical fields must submit results of the Graduate Management Admissions Test (GMAT).

— The next test dates are October 17,

for the GRE and October 24, for the GMAT.

— To take the exams in October, applicants must register by September 17, for the GRE and September 21, for the GMAT.

— To register, applicants must call or write one of the following: Graduate Record Examination/ Box 955/ Princeton, N.J. 08540/ phone: (609) 883-8900 (New Jersey), (415) 849-0950 (California), or Graduate Management Admissions Test/ Educational Testing Service/ Box 966/ Princeton, N.J. 08540/ phone: (609) 883-8519.

Fellowship applications and additional information will be available in mid-September from Michele Scala (PAX 2071).

Women find work challenging, self-satisfying in skilled trades

(Continued from page 3)

others to do this type of work "if that's what they like. Desire. You have to like it. It's definitely not for everybody. I did a lot of other things . . . Secretarial work: I hated it . . . telephone operator . . . people have to do what's comfortable for them."

Zipay is married with one daughter. Her husband, Bill, is currently a tool and die apprentice at Packard. Says Carol, "he thinks anything I want to do is great."

Liz Noufer

Liz Noufer is a journeyman tool and diemaker in Dept. 952. She became an apprentice on June 13, 1977 and finished the program on December 23, 1980. She now runs service calls on the Hummingbird presses in Dept. 1104.

"A friend tried talking me into the program when she went in," Noufer said. "I'm not a pioneer. I watched her and saw what she had to do. I made up my mind, 'yes' I could do it."

"I get bored with things I can handle—routine work. I'm independent. I like to think for myself. But, diemakers are only as good as the people working around them. Everyone here works together. That's the theme of the Hummingbirds," she noted.

"The program was difficult. I almost quit. I thought, 'the challenge is too great. I'm wasting my time and Packard's.' " And there was some peer pressure, according to Noufer. "My first day in the program, five guys in my group told me they did not like women in skilled trades."

"Joyce (Snyder) and I found we could do a lot of things together that we couldn't do alone. We felt like the

guys were watching to see how much help we really needed."

Noufer pointed out that "when women enter skilled trades they should realize that being a journeyman is a total experience. It is so different from what has traditionally been expected of women. But when I finished it was great. It was a beginning."

"I was in the low-speed press area. I really liked it. It was diemaking 50 years ago. But, the area was phased out. I felt I needed experience in making something run. It was more flexible; not as critical."

"In the Hummingbird area, you have to know dies backward and forward. You have to get in and do the repair as quickly as possible. There can't be any downtime. If a problem is major, the die is pulled. The area is production oriented."

Of her work, Noufer said, "I enjoy work. That's why I got in the program. I enjoy the people I work with, the work I do, and I feel like I contribute my share. I would like to see more women in the program, especially in tool and die."

"Tool and diemaking carries over into my personal life in the way I view things. I really have grown. It requires flexibility in your lifestyle. It will change your life."

"You can't take apprenticeship lightly. Everything you learn is important," she said. In the future, Noufer said she may want to go downtown and be trained in mold work. "But, there is definitely a lot more to learn out here."

Noufer is married and has three teenage children. Her husband is "flexible and supportive."

Packard probe

PROBE: What are your feelings about the recent incident involving Libyan and American fighter planes?

Terry Saltzman

Dept. 511

"I think it was alright. It's about time."

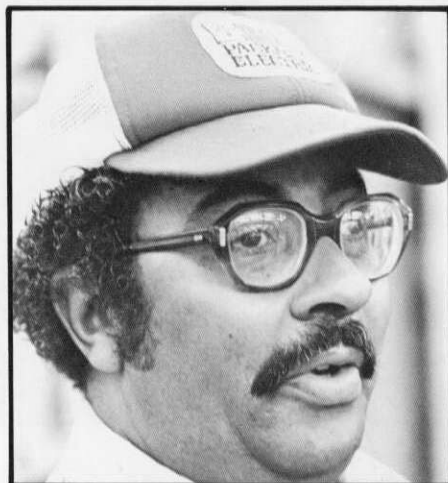


Saltzman

Henry Anderson

Dept. 304

"I felt that we did what was necessary in the incident. Something like that is letting these other countries know that we're not going to be pushed around any longer."



Anderson

Debbie Bice

Dept. 158

"There are a lot of things going on that the American people are not aware of as far as how the government handles situations with different countries. They did good in reacting the way they did, but there's a lot more to it than that, I'm sure."



Bice

Jewel Anderson

Dept. 333

"I feel that it was necessary for us to shoot back, or not let any other small country take advantage of us, because we're supposed to be the greatest power. And if we let a little country take advantage of us, then what are the large countries going to do?"

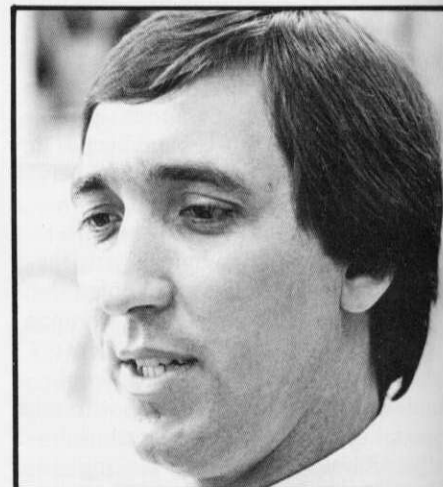


Anderson

Roger Chalk

Dept. 69

"My initial reaction to the incident was one of excitement. I thought it was an exciting thing for the military to be able to encounter a situation like that. I think, realistically looking at it, I'm sorry that there were only two fighter planes that they had access to. It only goes to show that we needed the strong leadership all along to assert ourselves in a world-wide picture, and this was the first step to recreating our role as a power in the world."



Chalk