



# PACKARD ELECTRIC *Cablegram*

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Elmer Reese, Packard Electric general manager, addresses the 25 Year Service Award Banquet held May 7 at the Packard Music Hall in Warren.

## Emphasis will be on worldwide

# Reese reveals Packard Business Plan

Growth was the underlying theme when Packard Electric General Manager Elmer E. Reese delivered the keynote address at the 25 Year Service Award Banquet for the "Class of '57" on May 7 at the Packard Music Hall in Warren.

Approximately 250 in attendance, including 131 service award recipients, heard Reese reflect upon the growth Packard Electric has experienced since it began in 1890 specifically since 1957 when most of the service award recipients began their careers with Packard Electric), and the growth which lies ahead for the division.

He noted that despite Packard becoming #1 in the U.S. market, the need today is to become #1 worldwide.

"Twenty-five years ago we were not in Mississippi—we were not in Ireland—we were not in Germany—or Mexico, or Spain, or Portugal. Twenty-five years ago Packard Electric was in Warren, Ohio—period. And that was where we intended to stay."

Reese explained that Packard has

become increasingly aware of the growth opportunities represented in the worldwide markets. He stressed as a result of this worldwide market awareness, Packard has been expanding its operations in the countries he had mentioned.

"... our success today and tomorrow at Packard depends heavily on growth through diversification (both inside and outside the automotive field)—technological leadership—and being competitive—**worldwide**," added Reese.

He noted that the reason Packard Electric must become more active in the worldwide market is because current estimates from General Motors indicate worldwide growth by 1990 will be nearly 50 million vehicles. This, Reese pointed out, is nearly double the 1980 volume.

He emphasized the need for Packard Electric to expand and grow into a worldwide leader by being active in the vehicle design centers of the world.

"Twenty-five years ago the only vehicle design center of any real concern to us was on these shores—in

Detroit... but that has changed," said Reese.

"... we talk of **worldwide** market opportunities. We talk of doing business in the vehicle design centers

of the **world**, not just the U.S.—not just the U.S. and Europe—but the U.S., Europe, **and** Japan," stressed Reese.

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## Cablegram resumes publication

Publication of this edition of the Packard Electric **Cablegram** marks the return of a divisional communications medium after an absence of more than one year due to the severe downturn for General Motors and the division.

Mary Jane Taylor, manager, Public Relations, said that the **Cablegram** will focus on stories of divisional interest, "highlighting developments in each of Packard's North American Operations."

"We found during the absence of the **Cablegram** that employee interest in what's happening elsewhere in the division did not decline. Now that the paper, a quarterly to start, is back, we will inform our employees about events and developments at each of the locations.

"We believe it is important that employees understand the interrelationship among the North American Operations' locations, and the **Cablegram** will be the medium to communicate on the divisional level," Taylor noted.

She added that editors from each location will be contributing stories to the **Cablegram**. "One of our goals with this paper is to explain to employees the emergence of Packard in the world-wide marketplace. With that will also come coverage of the Packard people who are involved with a dynamic division. We will also be including human interest stories.

"We are very happy to have the opportunity to resume publication of the **Cablegram**," Taylor said.



# News - - briefs

## Best selling cars

Ward's Automotive Reports says the top five car series in the U.S. market, based on January-April retail sales, are: Ford Escort, 106,998 units; Oldsmobile 88, 77,571; Honda Accord, 73,308; Nissan Sentra, 72,839; and Chevrolet Caprice/Impala, 71,226.

## U.S. needs more technicians

GM President F. James McDonald told finalists of the International Science and Engineering Fair in Albuquerque, N.M. that improved technical education is needed. "Nothing is more important to the well-being of this country than the discovery and encouragement of scientific and engineering talent," said the GM executive. He noted that between 1968 and 1978 the number of scientists and engineers in Japan increased by 62 percent and in West Germany by 59 percent, while the U.S. experienced a drop of 13 percent.

## Car sales gain

U.S. automakers' sales in the May 1-10 period were 167,524 units, up 5.2 percent from the 159,212 sold in the same period last year. This is equivalent to a seasonally adjusted rate for the last third of April, and a 6.3 million-unit pace for all of April.

## GM recalls

About 6,000 1982 GMC light trucks and vans are being recalled for replacement of a differential shaft lock screw. Also, about 18,000 1983 S/T Blazer/Jimmy models with optional folding rear seats are being recalled for replacement of the inertia-type seat back latch with a mechanical latch. In another action, about 4,500 1983 Camaro Z-28 models with fiberglass hoods are being recalled for modification of the hood assembly.

## Packard Electric Cablegram

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Mike Benedict, Dept. 513 electrician, works on a solid state controller from his wheelchair.

## Disabled Packard electrician reflects on his return to work

by Michael Hissam

"I wanted to keep working even though I had a disabling injury; you can't just roll over and die, something you could do very easily. I spent 18 years learning a trade, and I wanted to maintain a lifestyle for my wife and kids. I just couldn't see making a living repairing toasters and frying pans and going on disability."

Those thoughts from Mike Benedict, Dept. 513 electrician, reflect his feelings as to why he has completed one year back on the job at Packard after a fall late in 1981 from a tree at his Cortland home. Paralyzed from the chest down, Benedict drives to and from Plant 5 each day in a specially-equipped car, and he maneuvers a wheelchair from the parking lot to his department and back each day.

Earning his living at the place he wants to work defied the emotionally-shattering words from a doctor who

told Benedict that he would never work at Packard again; that he should learn how to repair toasters and frying pans. "I have the old-fashioned work ethic. You gotta keep going; you gotta keep living! All I wanted to be was a good electrician!," Benedict stressed.

"A year ago, I came back to work to prove to that doctor and to myself that I could do the job at Packard. I knew there were jobs I could do, but, to be honest, I just wasn't ready for the job I had 'fallen' into. I really didn't like benchwork at that time. Now, I'm beginning to like my work more and more, and I'm learning a whole different way of doing things," he said.

Benedict pointed out that the switch to bench-type work resulted in the acquisition of new skills for a man who worked with the volts, amps and ohms of electricity for nearly two

## Packard Mississippi celebrates 10 years

(Packard's Mississippi Operations will celebrate its 10th anniversary on May 24. This interview with Glenn Reeser, Mississippi Operations director, is courtesy of the Clinton Wiretapper).

**Wiretapper:** The Mississippi Operations will be celebrating an anniversary soon!

**Reeser:** Yes, it's been 10 years since Packard started building wiring harnesses in Mississippi. Those 10 years have seen some remarkable changes.

**Wiretapper:** Describe some of those changes.

**Reeser:** Our operations have gone through several distinct phases over the past 10 years, starting with ground breaking in 1972, followed by rapid expansion from 1973 until 1979 which was the last year we hired hourly people. Then, from 1979 until 1983, the only changes made in our work force were through normal attrition. This past year we began a period of transition and consolidation; consolidation to eliminate excess floor space and transition toward component and lead manufacturing.

**Wiretapper:** The future is probably more on everyone's mind now than the past. Please elaborate on the consolidation efforts.

**Reeser:** From 1973 through 1979 we built 1.25 million square feet of floor space in Mississippi, between Clinton

and Brookhaven. Hourly employment reached a peak of 1,900 people. Today we have about 1,400 people and 250,000 square feet of floor space we really do not need. So we decided to consolidate Plant 24 into Plant 21. By November of this year, we plan to be out of Plant 24 completely.

**Wiretapper:** What about the transition to component manufacturing?

**Reeser:** We do have plans to convert both our Brookhaven and Clinton operations to lead and component manufacturing. Today, we also do assembly work in our plants, but in the future, no assembly type work is planned. Brookhaven will be converted by the 1985 model year and Clinton by the 1986 model year.

**Wiretapper:** What will happen to the people who now work on assembly jobs?

**Reeser:** Between Brookhaven and Clinton we will have over 400 people in final assembly for the 1984 model year. Most of these folks will be switched to lead and component manufacturing jobs. In addition, we are still looking at special attrition programs such as VTEP. Over 250 of our Clinton employees selected VTEP in February of this year.

**Wiretapper:** What about the integrated suppliers?

**Reeser:** The integrated suppliers continue to play a valuable role for Packard Electric Division. We are

decades: "I've gotten more expertise in electronic and micro-processor troubleshooting and repairing. A year ago, I didn't know which end of a chip was 'up.' I still don't have it down tight, but it's coming — slow, but it's coming."

He added that support from co-workers and supervisors was instrumental to his successes in that first year back on the job. "The support, training and help hasn't slackened one bit since I've been back. The attitude of supervision and my co-workers really encouraged me."

When I do something right, I'm proud of it, and it really means a lot to me when they say something about what I've done because they're proud of it. It's really helping me."

Benedict's wife Jean and their three children continue to be a source of strength for him. Now, Benedict plans to return the emotional support to others who share his plight. "I'm involved with a group that wants to start a local chapter of the National Spinal-Cord Injury Foundation. We are starting this effort at Hillside hospital. It will involve people from eastern Ohio and western Pennsylvania. This group will also include the nurses and others who helped me while I was at Hillside for therapy after the fall."

A specially designed and equipped addition to his home, built by Packard people with materials contributed by Packard people, will always be appreciated, he said. "I always think of the Packard people who helped me when I am in those rooms. I expected nothing after the accident, and when I came home, I was done. I couldn't believe it. It helped my wife and kids through the most traumatic times."

Benedict noted, "I have a goal of being a more proficient, more useful person here at Packard. I appreciate the opportunity to come back to Packard to try to see if I was still a functional employee. A year later, I don't consider myself a burden to Packard Electric. I'm doing my job and that means a lot to me."

working with each of the seven Mississippi suppliers to develop ways for them to be even more competitive going forward.

**Wiretapper:** Both Brookhaven and Clinton are now represented by the IUE. What part is the union playing in determining the future?

**Reeser:** IUE Local 698 in Clinton is about three years old now and Local 718 in Brookhaven was recognized this past year. Both locations have

(Continued on Page 4)



Reeser



# Reese reveals Packard Business Plan

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He explained to the 25 Year Service Award Banquet attendees that the Packard Electric Business Plan will be instrumental in realizing the division's goals for growth, technological leadership and worldwide competitiveness.

### Strategic Business Units

Reese explained that all Packard business is segmented into four Strategic Business Units (SBU's) for more effective planning. The SBU's are: wire and cable, components, ignition products, and assemblies (both wiring and battery cable). "Our Business Plan also identifies

our major competitors, analyzes their strengths and weaknesses, and provides expected changes during the next five years," Reese added. He also mentioned that the plan contains an examination of Packard's own strengths and weaknesses as well as a listing of what Packard Electric must do to improve its price competitiveness, which Reese considers as Packard Electric's greatest weakness.

### List of Goals

He pointed out that the Packard Electric Business Plan also contains a list of goals for the division and a strategy for achieving them. "Our plan outlines a strategy for growth through support of product development, penetration of original equipment manufacturers (OEM's), and becoming the dominant supplier of automotive wiring assemblies worldwide," Reese told the audience.

He mentioned that another goal from the Business Plan is to introduce new products and, as a result of this goal, a team has been formed within Packard Electric to identify and evaluate new product opportunities.

"We are also, as directed by our Business Plan, investigating new markets outside the automotive field," revealed Reese.

Increased technological leadership, Reese noted, is another goal of the Business Plan. He explained that Packard intends to improve competitiveness through the application of product/process technology, and by transferring technology between Packard's operation in Reinshagen, West Germany and Packard's operations in the U.S.

"The last and most important goal

covered in Packard's Business Plan is to become competitive—both in **cost** as well as **price**," stressed Reese. "Our strategy to become more competitive begins with pricing all allied business competitively and to reduce cost through our 'Plan to Compete.' "

### Plan to Compete

Reese explained that the "Plan to Compete" is an integral part of Packard's Business Plan and contains the objectives of Packard becoming cost effective on all products by 1986, to retain all current GM business and to earn an acceptable return on GM's investment. He noted that the "Plan to Compete" is also designed to maintain Packard Electric's social responsibility to all its existing employees.

"Our Business Plan is a winner! We've already put it to its first test,"

Reese stressed. "Our Business Plan strategy has provided the means for Packard's competitive bid on the '85 N-car. I am pleased to announce to you today that Packard has been awarded that business:"

"But as good as it is," Reese cautioned, "and despite the intense optimism that we and the GM Executive Committee have about our Business Plan, it is not perfect." He explained that the plan will probably change to meet a constantly changing market.

"Packard's success depends as much on accurate market forecasting as it does on growth through diversification, technological leadership, and being competitive," Reese noted. "And adjusting to a constantly changing market is something Packard Electric has been good at since it was started in 1890."



Reese



Some of the 250 guests in attendance at the 25 Year Service Award Banquet listen as Reese explains Packard Electric's Business Plan.

## Safety/health hazard?

# Radio headsets: the beat of a different drummer?

by Jacqueline Graham,  
Noise Control Engineer

One possibly dangerous innovation of new technology is the use of headset stereo receivers. They provide private listening to the user, but the combination of high sound levels at the ears and the suppression of external sounds may lead to hearing loss and/or accidents to the wearers. Some local and state governments have taken action to ban wearing headsets while driving. City council and government resolutions describe headsets as having "the potential to remove a person from the confines of reality and decidedly impair one's ability to hear."

A recent newspaper story reported that a 15 year old boy was killed at a railroad crossing because he was wearing a portable stereo headset and apparently did not hear an oncoming train's warning whistles.

An increasing number of safety analysts view headphone radios and cassette players as a causal factor in occupational accidents. By design and intent, headsets provide a mental distraction which can clearly draw concentration away from job operations. Because they are a primary sound source located at the ear, they can interfere with auditory feedback from job operations and delay or prevent the perception of

important clues such as emergency alarms or verbal instructions. Another aspect of headsets involves the loudness at which people entertain themselves. Whether mowing the lawn, working on the job or sitting in the living room, loudness may be dictated by ambient levels or just plain preference.

If you cannot listen to your radio at a comfortable listening level because surrounding sound levels interfere, then play the radio some other time. To establish a most comfortable listening level, ask yourself if you would tolerate the same listening level all day.

Keep in mind that if you choose to routinely listen to loud music, you can damage your hearing. This damage occurs over years, does not necessarily involve noticeable symptoms and follows a slow progression. It goes unnoticed in the early stages and as a result, becomes easily accepted.

Experts have measured outputs of radio headsets somewhere between 105 and 115 decibels - sound levels that most industries seldom generate, parents would not permit, and ears cannot tolerate without suffering irreparable hearing loss.

So remember, keep the volume at a reasonably comfortable listening level for safety and future listening pleasure.

Warren Operations —  
Clinton —  
Brookhaven —

## Care & Share

EMPLOYEE CASH CONTRIBUTIONS	EMPLOYEE CAN CONTRIBUTIONS	GM MATCHING CONTRIBUTION FOR CASH & CANS	TOTAL EMPLOYEE & GM MATCHING CONTRIBUTIONS
\$48,571.27	83,994	\$90,568.27	\$139,129.54
Cumulative Total			

Packard Electric employee contributions combined with General Motors matching contributions went over \$139,000 for the GM Care and Share campaign which officially ended March 3.

Packard Electric Division employee contributions resulted in Packard people - from Mississippi and Warren operations - bringing in 83,994 cans of food. The can contribution from Packard represents about 2.1 percent of the nearly 4 million cans of food contributed by all GM employees at all participating GM locations. The corporation paid 50 cents for each can of food contributed.

Packard Electric employee cash donations from Mississippi and Warren operations was \$48,571 which

represents about 3.6 percent of the \$1.34 million raised throughout the corporation.

General Motors presented matching funds to Packard Electric of \$90,568 which represents about 2.7 percent of the \$3.31 million GM paid out for the Care and Share campaign.

"This is a truly remarkable effort on the part of Packard people who care about others," remarked Mary Jane Taylor, manager, Public Relations.

She added, "The efforts of Packard people to help others were outstanding. There was a very important job to be done through Care and Share, and Packard people helped get that job done. We can be proud of our work to help others in these unusual times."

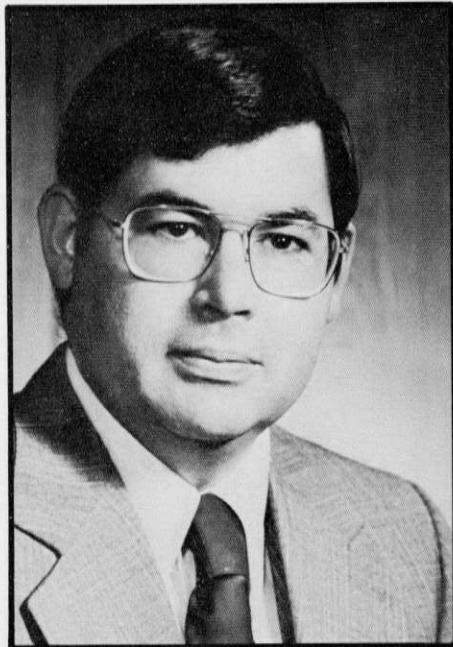


# Product Engineering perspective

Packard Electric's product lines in the future will undergo considerable change due to the exploding use of electronics and electrically-operated devices for instrumentation and control. Another factor that will cause considerable change in our product is the need to reduce electrical defects, electrical warranty claims and improve customer satisfaction so that when the customer receives his car it operates electrically as it was intended to.

### Increased Electronics

This increase in electronic and



Schlaiss

electrical-operated devices can well be seen by examples such as the 1984 Corvette dash and instrument panel wiring which requires rigid channels and weighs almost 12 pounds. The engine/engine control combo harnesses also show the increasing amount of content in the Packard Electric wiring assemblies due to engine and driveline controls. Our 1985 and 1986 new car programs

show wiring and component content increasing anywhere from 25 to 75 percent. The challenge to package this increased wiring in the new more efficient cars which have less space for items such as electrical wiring is considerable. Innovations such as smaller gauge, thinner insulation cables are necessary to put more wire in this reduced space. Smaller wire then requires a processing capability to insure that we make quality wire of the smaller gauge sizes with thinner insulation. Our new connector series such as the Micro-Pack permits us to make more connections in the same space. The Micro-Pack has 40 connectors per square inch versus 15 for the '56 series. The 1984 Corvette electronic, liquid-crystal instrument cluster requires 56 connections between it and the micro-computer which controls it. Again, accuracy in manufacturing is required to insure that this connection series has high reliability and quality.

### Statistical Process Control

To reduce the vehicle assembly quality problems, Packard is assigning full-time reliability and product engineers to the new vehicle programs to assist the vehicle assembly plants in electrical wiring processing. We have shown that over 50 percent of our electrical wiring problems are due to the vehicle assembly process. With the Packard quality programs utilizing statistical process control going into place, we are now devoting additional effort in the vehicle assembly processing area.

### Packard Quality Program

In the short term, this is how Packard will be meeting the increased requirements with designed-in wiring, reduced size cable, and miniature terminals and connectors. Improved electrical quality and reduced warranty claims through the Packard quality programs and an increased emphasis on vehicle assembly

processing will go a long way to giving our customers the satisfaction they require.

### What's in the future?

But what's in the future? Obviously, we can't build a car that is packed full of wiring since one of the reasons that we buy cars is to transport people. The solution to the increased electrical wiring content is the use of micro-computers for signal processing and multiplexing for carrying these signals over reduced numbers of wires. In fact, in today's Cadillac, information between the Engine Control Module (ECM) and the Automatic Temperature Control micro-computer is passed over a multiplex circuit consisting of two wires. Normally, eight wires would be required. In the 1986 timeframe, the new sporty luxury cars will have seven to 10 micro-computers and information will be passed over a two-wire multiplexed data link between them. As the electronics or semi-conductor industry reduces the cost of micro-computers and power switches, there will be a point at which this type of control will be more reliable and cost beneficial to the customer than today's method of a switch directly controlling an electrical device through a pair of wires.

### New systems and products

The projections now indicate for high electronic/electrical content vehicles that this will be cost beneficial by the late 1980's. To insure that Packard is an integral part of this new development of technology development, our product and manufacturing engineering groups are actively pursuing new systems and products which Packard can manufacture in the new electronic technology era.

This changeover to the new electronic technology will not come overnight. It will come as an evolution and Packard must be prepared to participate in this evolution.

### Aircraft industry

The aircraft industry which has had space and weight restrictions for many years is leading the way. The Boeing 747 saved over 6,000 pounds in wiring when it went to a multiplexed system for entertainment controls in this new aircraft. The military is rapidly developing multiplexing and computer controlled techniques for their new aircraft. In fact, the general aviation industry is rapidly replacing conventional wiring with multiplexed signal and power distribution systems.

### Packard strategy

Packard has been in the electronic assembly business before and still designs and supplies electronic modules. Our strategy is to include the electronic modules as a part of the wiring assembly, so that as less wire and more electronics are required, Packard will be the responsible designer and competitive supplier.

Our objective is to maintain Packard as the leader in signal and power distribution systems for the automotive industry — whether the system is today's or tomorrow's technology.

Director of Engineering

## Packard Mississippi Celebrates ten years

(Continued from Page 2)  
joint union/management groups working together to address the challenges facing our operation. Clinton has a J.O.B.S. Committee and Brookhaven a Plan to Complete Committee. I am confident that both groups will contribute many constructive ideas which will help shape our future.  
**Wiretapper:** Many people are concerned that with the current no hiring policy, special attrition programs, and consolidation, that there will be no Mississippi Operations in the future. Please share with us your thoughts on this.  
**Reeser:** As it turns out, these are the very things that will help to insure a future for our operations! Our plan is to become world wide competitive in the wiring business by the 1986 model year. We must be able to stand up to tough competitors.  
**Wiretapper:** Once we get to all lead and component manufacturing, will our job be completed?

**Reeser:** We can never take for granted that component and lead manufacturing at Packard Electric will always be competitive in the future. In fact, we need to reduce even these costs by 15 percent.  
**Wiretapper:** So the next round of competition we face is our competitors getting into the component and lead manufacturing business?  
**Reeser:** That's the nature of free enterprise; there's always someone out there trying to get your share of the business! But we certainly have a strong market position. We have some unique expertise and processing capabilities that our competitors cannot easily duplicate. Our strong engineering and support organizations are also key to keeping us competitive in this business.  
**Wiretapper:** In your opinion, will we be successful?  
**Reeser:** I am confident we will meet the challenges we face today and will be around in 1993 to celebrate our 20th anniversary!

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