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Growth of a business

Packard's Rootstown Plant, the division's plastic compounding facility, has grown slowly and steadily since it reopened nearly three years ago. Formerly known as Plant 43, Rootstown was closed in 1982 and reincarnated in 1984 as part of the Specialty Products Strategic Business Unit. Story, Pages 6-7.



On the cover: Plant 7 Operator Connie Davis monitors one of Rootstown's four plastic compounding systems. Photo: Richard Clapp Photographic, Inc.

Packard Electric Cablegram

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Excellence in any language

Pages 4-5

Cablesa, Packard's Portuguese operations, is using the Excellence concept as a roadmap for growth. Cablesa opened its third plant this summer and faces stiff competition in the European marketplace: Yazaki is moving in next door.



Better than a crystal ball

Pages 8-9

With computer-aided design methods such as Finite Element Analysis (FEA), Packard engineers are taking some of the "mystery" out of component design. This technique enables them to predict how their designs will perform before the prototype stage. The result: improved products and lower costs.



Hitting a bull's-eye

Pages 10-11

Shell Chemical Co.'s plant in Marietta, Ohio, a Packard supplier, is one of just three non-allied GM suppliers to achieve a Targets for Excellence award. This rating program identifies the suppliers that have committed themselves to helping GM reach its quality and cost-reduction goals.



The Packard culture

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Competitiveness: It's a deadly game

e all remember from our youth that game called, "King of the Mountain." Work your way to the top of the hill; hold off anybody else who tried to knock you off.

If someone pushed you from the top, you had to fight to regain your position, if you could fight back.

For many of us, it was our first competitive challenge. It was lot of fun then.

In the auto industry, GM is king of the mountain. For years, our competitors were nowhere near us.

All that has changed. The major competitors are pushing us from just about every direction on the globe. Europe and Japan we know about; Korea, Yugoslavia, China and even the Soviet Union are taking aim.

We once thought the idea of GM having less than 50 percent of the U.S. market share was something from the unthinkable.

Now, the question is. "Can we ever get back over 40?"

Is GM going to give up?

Absolutely not.

GM has a strategy to stay on top. Revamped product lines, renewed aggressiveness in every aspect of the business, commitment to customer satisfaction combine to push the competitors back down the mountain.

It's competition at its best. Packard Electric and the other Automotive Component Group divisions have a vital role in assuring General Motors is the most competitive automotive company in the world.

Packard's own competitive strategy has to support GM's strategy. But our strategy also has to be responsive to our own industry and the goals we have set for leading that industry.

Competitiveness — and resultant growth opportunities — take our division beyond General Motors. This is a necessity for Packard. We must grow. If we don't grow, we die.

Right now Packard — like GM — is king of its mountain. But somebody's making a charge up the mountain at us screaming "We're going to be number one!"

As of 1987, we had 20.9 percent of the world automotive wiring share. Our closest competitor, Yazaki, had



17.6 percent. If we don't grow, Yazaki could surpass us over the five-year planning period.

Will I accept number two for this division?

No! Number two is totally unacceptable.

That's why our business plan is dynamic; it looks at the long term as well as the short term.

What do we want to be in 10 years? What do we want to be in 15 years? Nothing less than the king, and with no interruptions in our reign.

That is our competitive challenge — to stay there; to be the leader.

Two things will keep us on top: customer satisfaction, and outsmarting the competition.

We have a good start on customer satisfaction. It's called Excellence. It means constantly exceeding the customer's expectations. It means continuous improvement on our part to exceed constant increases in customer expectations of our products.

Outsmarting the competition is a lot more difficult. The competition knows what Excellence means. They are striving for Excellence, and that means they are getting better. They are hungry.

Think about this: NUMMI is a joint venture between Toyota and General Motors. Packard aggressively pursued and earned the NUMMI business four years ago. It wasn't easy. We learned from this experience. One thing we learned is that the Japanese like to do business on a long-term basis; once you're in, chances are it's your business forever. After a couple years in the "learning curve," our division earned NUMMI's respect as one of its best suppliers. During this time we struggled to become profitable with this business. Because we were a top supplier, we felt we could increase our price. NUMMI said, "You can. However, if you do, we will reopen this business for bidding."

NUMMI did reopen the business. Yazaki wasted no time in going after it, and the competition was close.

We "won" the business, but we can't gloat over this victory. Yazaki was very close in taking NUMMI away from us.

Can we outsmart Yazaki? Can we stop their charge up the mountain?

The answer is yes! We think our strategy is smarter than theirs. But without you, it won't work. It means outhustling the competition. It means action to make sure we make every effort to add value — not cost — to our product. It means treating the resources at work with the same concern we show for our resources and property at home.

It means understanding that this battle for king of the mountain will never end. There are others beside Yazaki. They are good competitors, they are hungry, and they are calling on GM looking for business — at our expense.

This competitive challenge is difficult if not deadly. I'm not afraid of it. My confidence grows as I see your efforts to add that value to the Packard product. It also grows because more of you understand the challenge is real and accept the responsibility that goes with being number one.

As general manager of this division, I am committed to meeting my responsibilities — to do everything I can — to keep us on top. I need you to do the same.

King of the mountain for Packard means more than just being on top. It means security; not just for GM's family, but security for yours.

Elmo E. Reese

ELMER E. REESE General Manager Packard Electric Division

'Excelencia' Cablesa, Packard's Portuguese operations, is helping the division strengthen its position in the European market

photo: Reilly

ackard Electric is exporting something that doesn't clear customs, needs no passport, and incurs no freight costs.

Although Packard doesn't charge a cent for this export, it's a priceless commodity.

The Excellence concept has been translated into "Excelencia" at Packard's Cablesa operations in Portugal, which supplies power and signal distribution systems to the European market.

Cablesa employes began learning how to "exceder as expectativas do cliente" — exceed their customers' expectations — about nine months ago according to Bob Koval, engineering manager, and Carlos Santos, production manager.

Koval and Santos spent two weeks this summer touring Packard's Ohio and Mississippi operations. One purpose of their visit was to learn more about Excellence and the Packard Production System (PPS), with an eye toward incorporating them at Cablesa.

Excellence was first introduced to Cablesa's middle management employes. Santos said the organization is preparing videos and training programs to spread the concept throughout the entire workforce.

"We have seen a lot of success, especially in people's attitudes, since we began implementing the Excellence

concept," said Koval. "They know we're concerned about doing more than what our customers want, and they're really excited about it."

Supplying the world

One measure of this success is the growth Cablesa has achieved since it began operating six years ago.

The original plant, located in Carnaxide, was formerly part of Philips Corporation's electronics division. Reinshagen purchased this facility in 1982. A second plant was built in Linho, where Cablesa is now headquartered. Cablesa's third plant, Castelo Branco, opened in June, 1988.

Cablesa currently supplies customers in the European market: General Motors Adam Opel, Ford, Daimler Benz, Bavarian Motor Works (BMW), Isuzu-Bedford and various Portuguese companies.

"We do exactly the same final assembly operations as our facilities in Ohio, Mississippi and Mexico," said Koval. "We operate as an independent, fully autonomous unit of Reinshagen, similar to how the branch plants in Warren operate."

Cablesa is also one of the few GM components facilities supplying a Japanese customer: Toyota.

"One of the reasons we received this business is that Toyota needed a supplier in Europe that could respond quickly and had engineering capabilities. Cablesa was able to provide the service they needed and the quality they required," noted Koval.

Meeting Yazaki head-on

Although Cablesa does business an ocean away from Packard's North American operations, they face the same major competitor: Yazaki. It

Cablesa at a glance

- Independent unit of Kabelwerke Reinshagen, Packard's European Operations headquarters
- Located in Linho, Carnaxide and Castelo Branco, Portugal
- First Cablesa facility purchased in 1982
- Today: Three plants with approximately 1800 employes and 20,400 square meters (about 219,600 square feet) of floor space
- Assembles power and signal distribution systems for the European market
- Major customers: General Motors Adam Opel, Ford, Daimler Benz, BMW, Toyota
- Primary competitor: Yazaki

'We have seen a lot of success since we began implementing the Excellence concept.'

 Bob Koval engineering manager 'There is a lot of competition for jobs in Portugal.'

 Carlos Santos production manager



photo: Reilly

seems that everywhere Packard goes, Yazaki follows.

"Yazaki just opened a plant in Portugal about 200 kilometers away from Cablesa's new Castelo Branco plant, and we expect them to open another facility during the coming year," said Koval. "There's no doubt about who our competition is and where they are — they're in our backyard."

Koval said he believes Yazaki has set up shop in Portugal because they recognize the advantages of doing business in this country, which is about the same size as Indiana.

"The Japanese are aware of the op-

portunities Portugal offers. They've seen the dedicated workforce that we've established at Cablesa. Yazaki is smart. They recognized that to make an impact in the European market, they needed to locate in this area."

Get ready, get set, grow

Koval sees a lot of room for Packard to expand in the European market, even with increased competition. He feels Cablesa will play an important part in Packard's European growth strategy.

"Excellence and the Just-In-Time concept will help us provide the right product at the right time with the



Cablesa's headquarters are located in Linho, Portugal.

lowest cost and best quality."

Koval added Cablesa's employes are a major asset. "The workforce in Portugal is as dedicated as any workforce I've seen anywhere in the world."

Santos described Cablesa workers as "...very young — the average age is 19 or 20 years old — and the education level is very high. There is a lot of competition for jobs in Portugal, so it is very easy to hire qualified people."

Cars are a luxury item for most Portuguese citizens. Gasoline is heavily taxed and therefore expensive about \$3.50 per gallon. Portugal's roadways are narrow and unsuitable for full-sized cars.

The most popular vehicles are small models from Renault and Fiat. "Transportation is a major concern for Cablesa workers," said Santos.

Cablesa is looking ahead to 1992, the year the Economic Community (EC) will become a reality. The EC plan integrates 12 European countries into one common market, thus eliminating trade restrictions between these nations.

"Portugal is going to become a full member of the EC," said Koval. "Cablesa has a vested interest in that. We need to become as competitive as we can before 1992 because at that time, the barriers between Portugal and all other European countries will be gone." —RSC

A business within a business

Reborn in 1984, the Rootstown a share of the materials compou

rtos cutters click with precision, conveyors beep as employes push wires into place, fork trucks clatter down the aisles. Operators transform thousands of miles of cable, millions of terminals and countless connectors into power and signal distribution systems.

Variations of this scene are played over and over every day in Packard plants throughout the world, with some exceptions. Plant 7, the division's plastic compounding facility in Rootstown, Ohio, is one of these exceptions.

It's a whole different ballgame in Portage County. Rootstown operates as a small, independent business with its own organizational structure, processes, products and market.

"Rootstown was conceived to be a business within a business," said Plant 7 Superintendent Joe Brigido. "Almost all the resources needed to run our business are contained here on site — sales, purchasing, product and process engineering, maintenance, facility management and manufacturing personnel. That makes us a little different from the branch plants."

Rootstown's roots

Rootstown is in its second incarnation as a Packard facility. Formerly known as Plant 43, Rootstown was closed in 1982 and reborn in 1984 through the combined efforts of Packard Electric, IUE Local 717, General Motors, and local, state and federal governments.

A \$670,000 Urban Development Action Grant (UDAG) paved the way for the facility's reopening. The City of Ravenna issued a \$10 million revenue bond. GM supplied the balance of funding and working capital for the \$13.4 million project. Both the UDAG grant and the revenue bond are loans that Packard must repay. UDAG loans originate as federal funds, but are paid back to local communities to be used as "seed money" to launch additional businesses and create jobs.

Rootstown began its material compounding business in January, 1986, with a processing line called System I. This operation transforms bales of nylon fibers from the carpet, tire and textile industries into pellets of Nylon 6, a molding compound.

System I consumes about 900,000 pounds of fiber each month. "Since January, 1986, we have reprocessed 25 million pounds — the equivalent of 800 semi-trailers full — of fiber," Brigido said.

Richard Clapp Photographic, Inc.

Three additional lines have been installed at Rootstown: Systems II, III, and IV. These lines are sophisticated compounding systems which take plastic pellets, blend them with addi-

Jack Hankins, a compounder at the Rootstown Plant, examines nylon fiber, one of the materials used to produce pellets of Nylon 6.

ant is capturing

tives such as fiberglass and lubricants, and extrude them to produce various plastic compounds.

Getting bigger - but not too big

Rootstown has grown steadily during the past two-and-a-half years.

"We're up to 38 hourly personnel today," said Brigido. "The project, as originally defined, would have us at 43 employes when all systems are installed. The last system will be completed in September. At that point, we will have generated the UDAGrequired jobs."

Being little has its advantages. "You really know people in a small workforce and you know what each individual can bring to the party," observed Brigido. "Rootstown's organizational structure is extremely 'flat." Members of the Rootstown management staff turn into the Rootstown workers at the end of our meeting. This allows us to repsond very quickly to different situations."

Rootstown employes rotate work shifts weekly and work assignments daily. "This gives people options and variety in their work," Brigido said. "Employes seem to like it."

'We're hungry'

Packard plants in Warren and Clinton make up 70 percent of Rootstown's customers. Ten percent of the plant's output is sold to outside customers who mold products for Packard Electric. "Tolling" work currently represents about 15 percent of Rootstown's business and has tremendous growth potential, according to Brigido.

Tolling customers pay Rootstown to process material the companies themselves own. The plant does not pay shipping, packaging or inventory costs on tolling orders.

Brigido stressed that Rootstown's customers can buy products or services from any company in the world; therefore, the plant must compete with other suppliers of plastic compounds to win business.

"We are measured by the same yardstick as all of Packard's Strategic Business Units (SBUs): price, delivery and quality. To get new business we



have to do well in each of these areas."

Brigido predicted Rootstown's non-GM business will grow in the future: the plant already supplies products to a company that used to sell finished compounds to Packard. "We are like any typical small business: we're hungry," he said. "In order to attract new business, we have to out-perform our competitors in the outside marketplace."

Rootstown and the PPS

Elements of the Packard Production System (PPS) have been incorporated at Rootstown to help the plant meet its competitive challenges.

"We really focus on our customers," Brigido said. "Many of our employes have talked directly to their customers — they have insight into them."

Brigido added Rootstown now produces more product with less inventory than before. Also, a continuous flow was designed into the operation from the beginning: raw material enters a system and leaves it as finished goods.

"Preventive maintenance is critical to our operation," he said. "Our machines must operate properly for us to do our jobs. We schedule machine downtime to perform maintenance, and we are working on a comprehensive preventive maintenance program."

Employe involvement is a way of life at Rootstown. Hourly and salaried employes regularly meet to addresss problems and concerns the plant is experiencing. Brigido also conducts a quarterly "state of the business" meeting for all employes.

'School's still out'

The plant has set long-term and short-term goals, Brigido said. "Our main goal is to help Packard maintain its competitive advantage by providing the division with materials that give the component and power distribution SBUs better quality at lower cost."

However, Brigido cautioned that Rootstown must continue to expand its business beyond Packard's material compounding needs if the plant hopes to operate at full capacity, thin its fixed costs and become profitable.

"After we take care of Packard's conduit needs, we will turn our attention to the development of a high-temperature thermoplastic elastomer (TPE). These compounds have the toughness of rubber but the processing ease of plastic — the best of both worlds."

Brigido is encouraged by the progress he has seen at Rootstown, but his optimism is guarded.

"In order for Rootstown to make it, we have to turn a respectable profit. We 'got into the black' in May and June, due to volume increases. However, we aren't where we want to be yet — school's still out on this facility. But I'm hopeful for our future. We're just coming into our potential."

-RSC

Finite Element Analysis takes the mystery out of engineering design

rystal balls. Tarot cards. Ouija boards. Horoscopes. Tea leaves. Through the ages, man has searched for ways to see into the future.

Today, Packard engineers have tools that are far more sophisticated. By using computer-based methods such as Finite Element Analysis, they've taken the mystery out of engineering design.

Finite Element Analysis (FEA) is a specialized Computer Aided Design application that allows engineers to predict how their designs will perform in real-life.

No more 'cut and try'

Although the technique isn't new, Finite Element Analysis is one of the strongest applications of computers in mechanical design.

FEA divides components such as terminals and connectors into finite elements. The computer "sees" the component as a wire-frame model and lays a pattern of finite elements over the model. With the aid of the computer, engineers can then mathematically analyze their designs to predict how these elements — and therefore, the components — will react to heat, vibration or stress. Engineers can also determine how electricity will flow through metal components.

"FEA gives us a chance to play 'what if. . .,'" said Bob Rimko, senior project engineer, computer analysis. "It allows us to be a lot more creative as we design new components, because we can predict the long-term performance of our designs without building prototypes." Rimko said the prototype stage cannot be eliminated altogether, but with computer simulation techniques such as FEA, Packard engineers can abandon the "cut and try" design methods of the past.

With the computer's help, engineers can easily compare one design to another, identify design flaws, or "build" a model using various materials prior to prototyping. "This gives us more confidence in our designs," said Rimko.



With FEA, Packard engineers can divide a 280 Metri-Pack female terminal (top photo) into its finite elements (bottom photo). They use this information to analyze their designs and predict how products will perform in real-life. "As a result, we optimize our component designs electrically and mechanically," said Paul Palovich, assistant staff engineer. "The reliability and performance requirements can be met with minimum materials and overall size."

In addition to new product design, Packard engineers use FEA to make changes to existing designs when customers or the Packard manufacturing organization request them. FEA is also used in failure analysis, helping engineers identify what went wrong with a product or component.

Networking

Packard has established a CAD network with other GM divisions that allows different segments of the corporation to work together to design new products.

"Our customers — the CPC, BOC, and Truck & Bus Groups — have used computer-based design methods for years," noted Rimko.

"The fact that Packard also has this capability enhances our image with our customers and makes us a better supplier to them," added John Yurtin, supervisor of component development.

"Ten years ago, we designed our products, did the best engineering calculations possible to test our designs, and then built prototypes to prove our

designs worked," said Yurtin, "Today, with Computer Aided Design techniques like FEA, we can analyze our designs before we build prototypes. This has helped us cut costs, reduce the time it takes to bring new designs on-stream, and improve the quality and reliability of our products."

-RSC

Senior Project Engineer Bob Rimko uses a computer to test a component design. Computer-aided design methods have helped the division cut costs and reduce the time it takes to get new products into production.



The best of the best Shell Chemical, a Packard supplier, scores a bull's-eye in GM's Targets for Excellence rating program



hoto: Reilly

Shell employes John Buchwald (left) and George Mozuke examine a sample of Elexar, a thermoplastic rubber compound used to produce wire insulation. The Marietta Plant produces more than 250 million pounds of rubber compound each year and employs about 450 people.

by Patti Reilly

o compete in today's U.S. car market with its dazzling array of vehicle choices, every automaker knows it must offer a world-class quality product. From engine to electrical system, instrument panel to paint job — every detail has to be as good as or better than the other guy's. Only then might a car merit a second glance from the American auto consumer.

For Packard Electric, this means every automotive power and signal distribution system must be world-class and getting better. For Packard's suppliers, it means continuous improvement for their own quality products.

To help determine the "best of the best," General Motors has developed a supplier rating program that will discover which suppliers have made a commitment to a world-class quality future. It's called Targets for Excellence, and one Packard Electric supplier recently scored a bull's-eye.

Shell Chemical Company's Marietta, Ohio, plant became one of only three non-allied GM suppliers to achieve a Targets for Excellence award. Shell provides Packard with Kraton (TM), a rubber compound used in the manufacture of cable insulation.

All GM suppliers are potential subjects for Targets for Excellence; the program is designed to speed the rate of improvement in supplier quality. As Packard reduces its supplier base, it will use Targets for Excellence to bolster those suppliers that show the most promise.

"GM wanted to provide a consistent approach for improving supplier organizations," said Ron Kingen, superintendent, Supplier Quality Assurance. "Right now we're working with our product suppliers, and have just started looking at our tooling suppliers."

Hitting the target

GM's Targets for Excellence program relies on some of the following indicators for rating suppliers: supplier assess-

ment, parts qualification certification, problem reporting and resolution, and continuous improvement. Any supplier that has undergone assessment by one GM division does not have to repeat the process. GM stores the assessment and performance results in a shared corporate data base.

With overall ratings from one to five (one is best), suppliers are eligible for an award if they score 1.4 or better overall. Shell Chemical's Marietta plant scored a perfect "one" for its management systems, and turned in a consistently strong performance in other critical areas such as quality, cost, delivery and technology as well.

"Our customer base is the key to our future," noted Charlie Shearer, Marietta plant manager. "We value your business. Our goal is to be a strong supplier to Packard Electric. It's the job of each of our team members to make sure the customer's needs are understood and met."

Shell Chemical's Marietta plant started down the road to quality five years ago, using Crosby Quality College methods. Senior management embraced the program and adapted it to Shell's processes. With a spirit of continuous improvement and acrossthe-board quality enhancements, Shell has established a solid reputation as an Excellent supplier. Targets for Excellence confirmed that view.

"We've seen tremendous improvements at this location," said Stan Buckland, operations superintendent. "There's been a change in attitude among our people. They watch our actions rather than listening to our words - they know we're serious! It's healthy for our people to have a challenge such as GM's Targets for Excellence. They like to aim high."

"Shell Chemical in Marietta has succeeded in proving itself under what is considered the state-of-the-art supplier program in the country," Kingen stated. "We introduced the program to our supplier family last fall. Shell was

in a position to quickly come up to speed in the areas in which we needed to see improvement. We set a high standard of achievement."

Shell's success stemmed in part from the fact that it was already pursuing continuous improvement in many of its areas of operation. Targets for Excellence reinforced the path to which Marietta had aleady committed itself.

Marietta worked closely with its parent company, Shell Chemical based in Houston, to prepare for the Packard assessment process. Marietta employes pitched in with en-

thusiasm at the prospect of capturing GM's Targets for Excellence flag.

'A shot in the arm'

"When we heard we earned the award, it was a real shot in the arm for our people," Buckland said. "It was like we had passed a final exam with flying colors. Our people are eager to be recognized as the best. We're in business to satisfy the customer, and that's what it takes."

Although Marietta has achieved its Targets for Excellence milestone relatively quickly, progress won't stop there. Marietta is convinced that continuous improvement holds the key to a prosperous future. It rests on the belief that everything can be improved. This ongoing process becomes as important as the results it generates. Successful organizations turn every problem into an opportunity to improve.

"It's a developmental process,"

John Buchwald inspects high-rise silos where Shell Chemi-

cal stores the raw material it uses to produce rubber compound. The Marietta plant, which is located about 200 miles from Packard's Ohio Operations, opened in 1962.

> understand that Targets for Excellence exists to help them become better. We plan to assess 90 percent of our significant suppliers in the next few years."

> Kingen stressed. "Our suppliers must

Packard's assessment of the Shell Marietta plant helped that organization boost its own effectiveness. It also created a sense of urgency to put the proper systems in place.

Shell-Marietta attributes part of its success to its close working relationship developed through GM's SPEAR (Supplier Program Evaluation and Reporting) program. The payoff came through Targets for Excellence.

"It's an investment in our future," added Paul Sykes, Detroit sales staff, Shell Chemical. "It has helped us build a competitive edge. We're strong enough to differentiate ourselves from the competition and set standards for the plastics industry."



What kind of personality does Packard have? Reach for Excellence explains the division's culture

ith 40,000-plus employes worldwide, Packard Electric has a larger population than the principality of Monaco, a sovereign nation.

Although Packard makes no claims to nationhood, it shares many characteristics that make the world's countries unique, including a distinct culture.

"Organizations tend to develop 'personalities' based on their values and life experiences," noted General Manager Elmer Reese. "There is, in fact, a Packard culture."

Reach for Excellence, a training program designed to create a common vision among Packard employes, adds to the division's storehouse of experiences. It takes Packard employes from the past ("who we have been") to the present ("who we are now"), and on to the future ("who we will be").

"Reach for Excellence is designed to bring about a cultural change in Packard people, and give them a chance to help define where we're headed as an organization," explained Tracey Pritchard, manager, Training and Organization Development. "We want to share a common vision of where the Excellence concept is taking us."

Currently the Excellence

PACKARD ELECTRIC DIVISION, GM Warren, Ohio U.S.A. 44486 RETURN POSTAGE GUARANTEED Address Correction Requested Training Center hosts the program, although Reach for Excellence is slated to expand to Mississippi and Mexico in 1989. Plans call for every Packard Electric hourly and salaried



Scott Welsh (left), a Plant 16 production supervisor, and Sophie Romack, hourly personnel coordinator, discuss what they've learned about Packard's culture during a recent session of Reach of Excellence.

employe to receive the training, including the division's European Operations.

"This program is superb – very educational and professionally

done," said Scott Welsh, a production supervisor and three-year Packard employe who completed Reach for Excellence this summer. "I recommend it to all employes, newcomers and oldtimers alike."

Welsh said Reach for Excellence provides a good overview of the power and signal distribution system business and Packard's competitive position. Because each class consists of a "diagonal slice" of employes from throughout the division, Welsh said he became more familiar with different parts of Packard's far-flung operations.

"Packard has been around for almost 100 years. In the past, people have talked about the Packard 'family' and the Packard culture. Reach for Excellence defines these concepts and communicates them to employes," said Bill Wehmer, director of Excellence.

"This program will help us achieve Excellence by giving every employe worldwide a common experience and a shared vision of what it means to be a 'Packard person."

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