

# MicroScope

PUBLISHED FOR THE PEOPLE OF AT&T MICROELECTRONICS

*Painting a Vivid Picture...*

## Surveys Detail Life in ME

The numbers only tell part of the story.

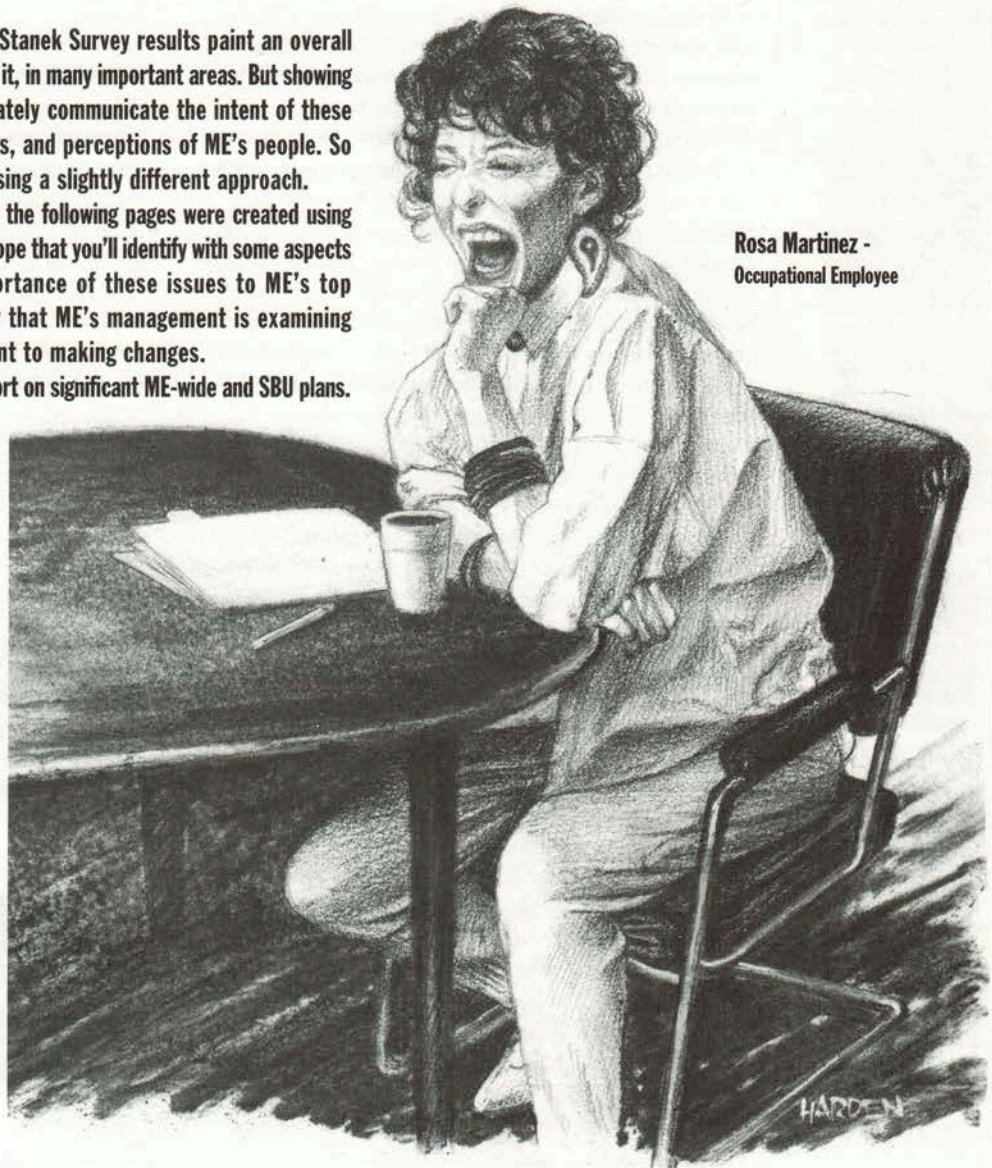
Microelectronics' (ME) Involvement and Stanek Survey results paint an overall picture of the company's progress, and lack of it, in many important areas. But showing numbers, graphs, and tables doesn't adequately communicate the intent of these surveys, which contain the thoughts, feelings, and perceptions of ME's people. So *MicroScope* decided to report the results using a slightly different approach.

The four fictional employees you'll meet in the following pages were created using composite results from both surveys. It's our hope that you'll identify with some aspects of each person, and understand the importance of these issues to ME's top management. As you're reading, remember that ME's management is examining the survey results with a strong commitment to making changes.

An upcoming edition of *MicroScope* will report on significant ME-wide and SBU plans.

**H**urrying toward the conference room, Rosa Martinez glanced at her watch. She had about five minutes before the quality circle meeting began, just enough time to catch her breath. After turning the doorknob, she entered the empty room. Spying the waiting coffee urn, she poured a cup and collapsed heavily into a waiting chair.

Sliding her shoes from her aching feet, she closed her eyes, sat back and raised the cup to her lips. "Not great, but it'll have to do," she thought after sipping the black liquid. Almost choking with laughter, Rosa wondered if it was the poor coffee that kept people away from the quality circle meetings. When this particular quality circle



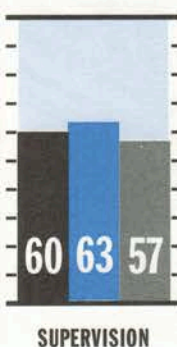
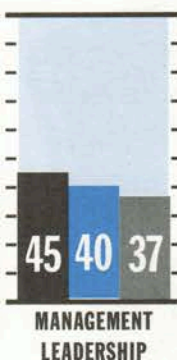
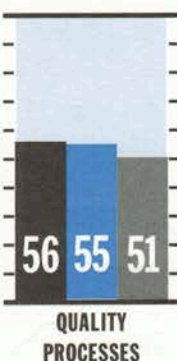
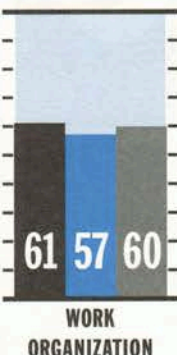
Rosa Martinez -  
Occupational Employee

*Continued on page 3*



Stanek Results: Legend\*

US NORM (%)
AT&T ME 1992 (%)
AT&T ME 1991 (%)



# New Survey Shifts Focus

## Stanek Results Improving, Involvement Survey Adds Many Details

Action — that's the reason for a survey. And that's what ME people said they wanted in their responses to the 1991 Stanek Survey. Underscoring this action-oriented focus, employees indicated that the survey was too long and not focused upon specific ME and SBU issues.

The Survey Coordination Team responded by sending the new ME Involvement Survey to all of ME's people in 1992. This survey provides a greater depth of understanding of ME's own particular issues, according to Ruth Consoli, survey coordinator. The results, she said, complement the Stanek Survey by providing a detailed understanding of the issues faced by ME's people in various job functions, at the business unit, workgroup and location levels.

Results from the Involvement Survey are presented much more systematically than other surveys. Top SBU managers get their data during a workshop with Consoli's team and the survey vendor. While this face-to-face meeting is new for ME, Consoli says it enables discussions of results and actions with the managers. In addition, managers are provided with a computerized version of their results, facilitating planning and root-cause detection efforts while preserving anonymity.

Overall, Involvement Survey results indicate that ME's people see a strong AT&T image, favorable working conditions, and relatively good compensation, with managers and professionals giving training good marks. But discrimination and sexual harassment are areas of concern, with many respondents reporting one or more incidents in the last year. Prompted by this data, ME's management is already taking action, directing further investigations and clarifying their plans and their commitment. (See related story on page 10). And ME's strategic plans should address job security concerns voiced in the survey, says Consoli.

In addition to the Involvement Survey, ME sent the Stanek Survey to a random number of employees, tracking progress against Network Systems and AT&T goals. Like every other AT&T business unit, ME uses the results in developing action plans in important categories. The results, drawn from 2285 responses, indicate significant improvements in fourteen of the sixteen survey categories.

The greatest gains over last year's survey came in Performance Appraisal (+12) and Benefits (+11). There

were also significant improvements in Supervision, Working Relationships/Participation, Job Training and Information, Pay, Job Satisfaction, and Company Image, with each category improving by six points. The only category showing significant declines was Work Organization (-3), with responses showing unclear understanding about job results and potentially inadequate staff levels.

Comparisons against U.S. norms and those of other hi-tech companies show ME looking more "normal". According to Consoli, this is the first time that ME has had so many categories meeting or exceeding industry norms. Five categories significantly exceeded the norms (Working Conditions, Pay, Job Training & Information, Company Image, Supervision). However, seven categories are significantly lower (Benefits, Work Organization, Management Leadership, Growth & Development, Performance Appraisal, Working Relationships, and Job Security).

Action plans from these results include improvements to six areas: career growth and development, quality processes, teamwork, respect for the individual, management leadership, and performance management. In addition, Consoli says that an upward feedback program will be implemented this year across ME as part of a new performance management initiative. Δ

### What happens now?

- Each SBU's management team is holding workshops to better understand their survey data and develop one or two issues that they'll focus on over the year.
- Expect your management to contact you to review and discuss your organization's survey results.
- ME-wide issues will be discussed at the May 12 meeting of ME's managing committee, where action plans will be set. *MicroScope* will report on these plans and objectives as they're developed.

\*Numbers indicate percentage of favorable responses



## Rosa Martinez

*Continued from page 1*

formed at the Works, attendance was higher. Since those early days, transfers, layoffs, and retirements had pruned the group's size — and attracting new folks was an uphill battle.

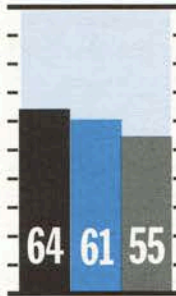
But watching their measures being met and exceeded, looking at the heavily-attended training sessions, and listening to discussions, it was obvious to the most casual on-looker that quality was part of the daily ritual, something everyone strived toward. They knew their next customer's needs, and evidence of people following the customer-supplier model was everywhere.

Maybe it was something deeper keeping people away from quality circle meetings, Rosa thought. Maybe if management gave more decision-making power to the people who needed it, then things would change. She knew the feelings that kept her, and others, from offering new ideas. She knew the subtle attitudes from managers who seemed happier with their procedures than with making the hard changes required by innovative efforts. And she was keenly aware of opinions about her leadership of the quality circle — she with her accent and her olive skin.

Still, Rosa and the others in this quality circle kept at it — despite their frequent frustration at having more to offer. Despite the lack of

opportunities to improve their skills. Despite the recognition they lacked. Despite their fears about layoffs. Why? As the others began filing into the room, hollering greetings and spilling coffee, it was obvious. They liked what they did, the feeling that came with a job well-done and well-organized.

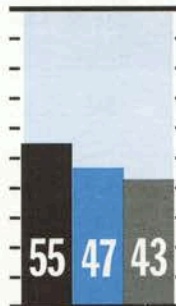
Seeing Mike, Rosa asked loudly if he had gotten any answers to the questions about medical benefits they had all puzzled over. Looking at the face he responded with, Rosa sputtered another laugh through a mouthful of coffee.



**WORKING  
RELATIONS**



**JOB TRAINING/  
INFORMATION**



**COMMUNICATION**



**PERFORMANCE  
APPRAISAL**

Bob Rossi loosened the remaining screw holding the machine's outer casing in place. Turning around to see who was calling him, he saw Lee, the group's secretary walking into the design lab.

"Rossi, you're a tough man to find," she said while moving his paycheck toward him with an outstretched arm. "I thought maybe you didn't want this," she added with a smile. Rossi barely got out a "Thank you" before she vanished around the corner, continuing her rounds.

Shaking his head with a slow smile, he thought of all the little things that made this such a good team to work with. In his twenty-three years of service, Rossi hadn't worked with nicer folks. Like Lee, people often went out of their way to help each other, even though nobody slouched on the job.

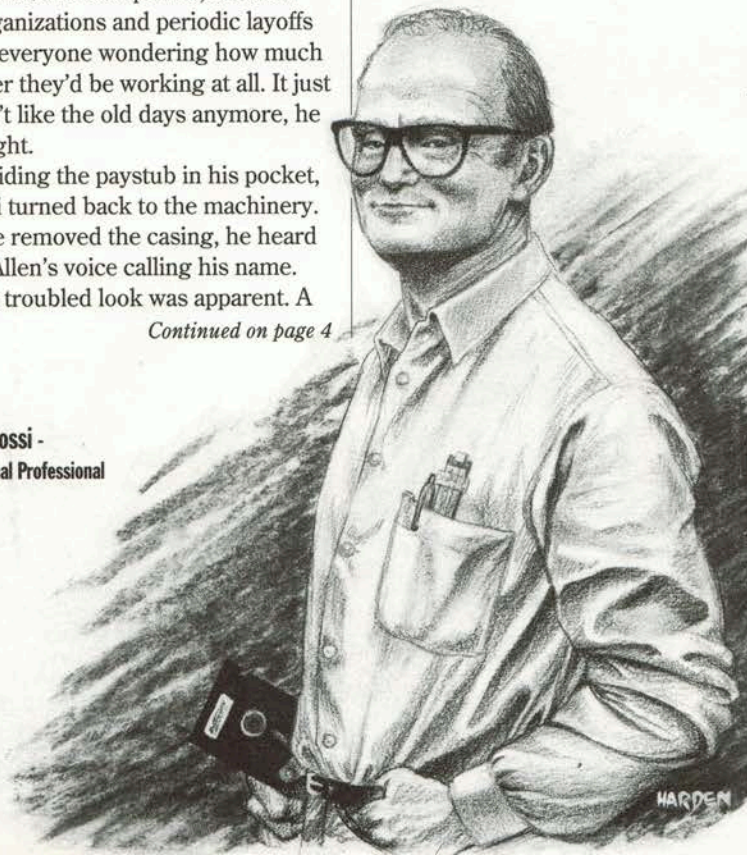
Opening the paystub, Rossi wondered how well many of the younger folks would fare. There seemed much less security now than when he first joined Western Electric, and much less chance for

advancement. While he knew their paychecks tended to be higher than folks in other companies, constant reorganizations and periodic layoffs kept everyone wondering how much longer they'd be working at all. It just wasn't like the old days anymore, he thought.

Sliding the paystub in his pocket, Rossi turned back to the machinery. As he removed the casing, he heard Jim Allen's voice calling his name. Jim's troubled look was apparent. A

*Continued on page 4*

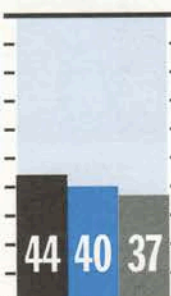
**Bob Rossi -  
Technical Professional**



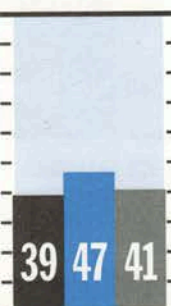


# Stanek Results: Legend

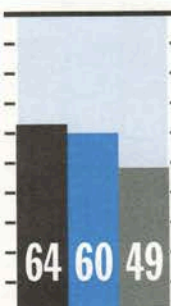
US NORM (%)	AT&T ME 1992 (%)	AT&T ME 1991 (%)
44	40	37



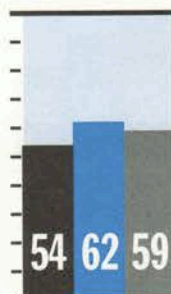
GROWTH & DEVELOPMENT



PAY



BENEFITS



WORKING CONDITIONS

## Bob Rossi

Continued from page 3

competent, knowledgeable supervisor, he told Rossi that the parts they needed from another division were still unavailable. Unable to wait any longer, Jim requisitioned them from an outside supplier. Their arrival meant that Rossi needed to work quickly, as delays would hamper production. With an amicable agreement reached, Rossi somehow got the young supervisor smiling before he left. On his own, however, Rossi was concerned.

Grumbling to himself, he wondered how relationships within his group and with his supervisor

could be so good while cooperation with other AT&T divisions was so difficult, seemingly getting worse every year. He thought about the number of people so preoccupied with their position that they barely associated with anyone but their peers. The actual work seemed unimportant to them, he often thought.

With his hands inside the machinery, Rossi felt his smile spreading again. He had the good fortune to have work he enjoyed, and good people to work with. He knew of many others who felt the same — they had decent conditions, worthwhile jobs, and supportive supervisors that encouraged teamwork and treated them fairly.

And like many others, Rossi often wondered what happened to those at higher levels, about the top management within ME and his business unit — why didn't they make the changes needed in the business, set the company on course, provide some job security? What's wrong with them, anyway?

Despite his years with the company, Rossi saw little decision-making below certain levels in the company, and felt frustrated by his inability to feel any long-term results from his daily work, despite how much he liked it. He often thought about how much more he could offer. And he often felt that his age somehow prevented others from listening to him.

Robin Jackson -  
Sales Representative



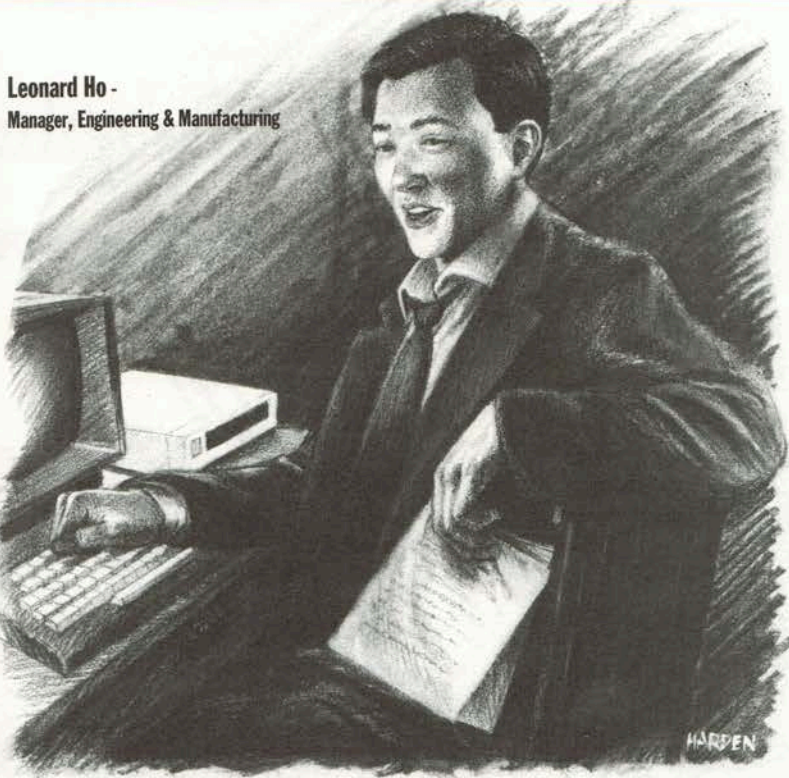
Feeling another sneeze coming, Robin Jackson rummaged a tissue from her purse. After sneezing for what seemed the millionth time that day, she started the car, turned on the wipers and hit the headlights. Counting only two other cars in the lot, Robin drove past the nearly empty building with the dashboard clock glowing 10:15 pm.

"This has to stop," she told the empty car. With the wipers straining at the heavy downpour, Robin began planning a phone call to resolve a long-standing issue with another division. Perhaps she hadn't been clear before, she thought. This time, there'd be no mistake. After this call, there'd be no more digging for data needed to get things done. Pulling to a stop at the light, she listened to the thoughts in her weary head. "Who are you kidding girl?," she asked herself. "If this is the Information Age, somebody forgot to tell those people."

Robin's months of work on her accounts first yielded a major design win, now bringing what seemed like mountains of work. In the quest to meet customer needs and exceed expectations, she fought daily against



**Leonard Ho -**  
Manager, Engineering & Manufacturing



inadequate inputs to her section of the process; insufficient training; and the gnawing suspicion that before ME could really compete effectively, some substantial changes would be needed.

But during her time in this sales division, Robin had also learned a great deal. Each day she saw the benefits of a strong customer-focus — striving together with her co-workers to keep customers uppermost in her mind. New skills were developing while others were improving. And the group worked quite well together, respecting each other and making the daily process enjoyable in spite of the hectic pace. All she needed, she often told herself, was a compensation plan that was worthy of the name and the chance to eat her meals at home.

Robin thought again about her chances for promotion, which seemed small despite her good performance. Pulling into her driveway, she wondered if her chances would improve somewhere else. After sneezing three times in rapid succession, she pulled out another tissue and wondered how she could manage taking a sick day.

Spinning his chair to face the computer, Leonard Ho looked at the spreadsheet on the screen before him. Distracted by the nurse's phone call about his father's condition, Leonard was trying to put the elderly man's health from his mind, replacing it with thankfulness for the excellent home nursing-care that his benefit options enabled him to provide.

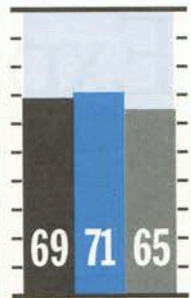
Time became more and more precious each day, Leonard thought. With the phone call still fresh in his mind, he began evaluating his own progress. Cringing afresh with embarrassment, he remembered his father's phone call to relatives still living overseas. Pop's pride over Leonard's promotion to department head set him bragging long and loud to his brothers, repeating over and over that Leonard worked for AT&T—a name they all recognized. A naturalized citizen, Leonard was pleased with the support for diversity shown by ME and by the business unit where he worked.

However, Leonard's increasing responsibilities were complicated by fewer and fewer people to carry the department's load. And he felt increasingly unclear about the

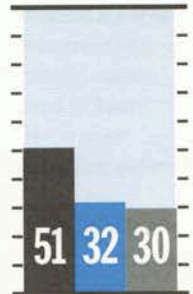
results he was expected to produce. "I wouldn't have been in such a hurry to get this promotion if I knew how much ad-libbing I'd have to do," Leonard recalled telling friends during lunch.

Time somehow didn't make some things any clearer. In the year since he made that remark, work organization hadn't improved. What had improved, thought Leonard, were the performance appraisals from his boss. These periodic assessments enabled him to chart himself against objectives. And he was encouraged to enroll in many specialized training seminars. At the same time, Leonard knew that he didn't quite receive the quality of appraisals that his peers got at other high-tech firms. Even with the company's clear support of quality initiatives, he questioned his operation's efficiency, worried over what seemed like inadequate staffing, with many of his people concerned about job security, voicing their apparent frustration with "the suits" — their term for ME's upper management levels.

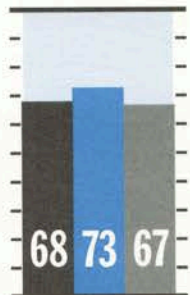
A knock on the door halted Leonard's inventory. Like other managers he knew, Leonard maintained an open-door policy for his people. The benefit of this approach was a fresh suggestion from this small gathering of people standing in his office. As he listened, Leonard became increasingly aware of how few of his people's suggestions had actually been implemented. He resumed the mental balancing act between the need for efficiency and driving decision-making responsibilities to the lowest levels within his organization. Δ



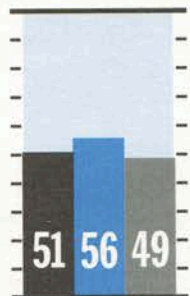
**JOB  
SATISFACTION**



**JOB  
SECURITY**



**COMPANY  
IMAGE**



**COMPETITIVE  
POSITION**