ACUTA eNews May 1983, Vol. 12, No. 5
"GETTING AHEAD IN TELECOMMUNICATIONS"
---Sharon Kandor

...The following article was reprinted, in full, from the March/April, 1983 issue of Business Communications Review. ACUTA Wishes to thank Jerry Goldstone for his permission to reprint articles of interest to ACUTA members in the ACUTA News. ACUTA has stressed the importance of being a professional, how to reach the ears of the top decision makers, etc., and this article and the references quoted are MUST reading...Editor.

"But what have you done to better this organization?" The question seared his self-esteem, and Jim Radford won't soon forget it. More importantly, he's still ruminating on the answer, for it was his ill-conceived response to the vice-president's probe that torched his promotion interview. Jim has been a telecommunications manager for nearly six years. He is financially astute, has worked closely with the comptroller, put in long hours, and will save the company forty thousand dollars over the next few years with the acquisition of a digital switching system. What more do they want?

Lots more. Lots, lots more. Saving corporate dollars is laudable; certainly a top priority in light of the current economic climate. But there's more to organizational success than dollars, and the telecommunications managers' insight into his/her expanding role in the organization will be a prime determinant of career advancement over the next few years.

That insight is precisely what catapulted Jennifer Brayden in less than three years to the position of executive director of telecommunications for one of the country's largest manufacturing corporations. She is the "darling" of the company. Top management loves her. And her career hasn't peaked yet. She's still moving up. How has she done it? Let's take a look at her approach.

**ASSESSING ORGANIZATIONAL EFFECTIVENESS**

First, and perhaps most importantly, Jennifer identifies strongly with her organization. Two years ago she asked a crucial question: What constitutes a significant accomplishment for telecommunications managers in today's business environment? With feverish determination she exhausted every information resource known to her until finally, in the field or organizational psychology, she found some practical guidelines.

Jennifer learned to think of the organization as an entity which takes in energy from the environment (in the form of manpower and raw materials), processes that energy (through work activities) then releases that transformed energy (in the form of material or service output) for absorption back into the environment. Friends of Jennifer's, working on MBA degrees in telecommunications, explained that this is the essence of open systems theory: the notion that an organization functions much like organic systems in interaction with their environments. Organizations are complex systems comprised of interdependent sub-units, including production, maintenance, boundary, adaption, and managerial systems. Somehow the operations of all these systems must be coordinated to facilitate the accomplishment of organizational goals. This, of course, is achieved through the exchange of information, which activity is controlled by the communication system.

Jennifer discovered that one of the greatest challenges facing organizational leaders today is accurate assessment of organizational effectiveness; that is, determining the degree to which the organization approximates its goals. This is by no means a simple matter. The issue is complex because organizations pursue multiple goals, some of which are nebulous (e.g., improving corporate citizenship), some of which are conflicting (e.g., increasing growth risks while maximizing internal stability), and all of which are pursued simultaneously. An organization may establish objectives involving societal, output, system, product and many other goals. The matter is further complicated by the fact that organizational objectives may be merely suggested through implicit reference. MBA students call this the "old procrustean strategy": it gives top management protective latitude in that goals can be explicitly phrased *ex post facto* to fit a particular outcome.

Jennifer soon realized the very nature and scope of this assessment problem offered her enormous opportunity for contributing to the betterment of her organization. She read articles which addressed the need for telecommunications managers to obtain a clear statement of organizational goals (c.f., Heise, 1976; Goldstone, 1978; Koerlin, 1979; Telco Research Corporation, 1979; Newton, 1980, 1981; Borton, 1981, Finneran, 1981). Recognizing that the task required a thorough understanding of the multi-dimensional, political nature of goal setting and goal pursuit in the company, Jennifer set out to learn the language of top management. It was not a lesson learned overnight. In fact, she claims she is still refining a kind of political sensitivity gained only through experience.

By now top management had begun to take notice
of Jennifer. Such aggressiveness by anyone in the telecommunications division was unprecedented. She had actually mapped out an action plan, and with unrelenting energy was proceeding from checkpoint to checkpoint. Her first step was to find out which persons in her company set the goals and to determine the formally-stated as well as unstated operational objectives. Next she learned how these goals are prioritized and the manner in which information relating to these objectives is disseminated throughout the organization. Then, very methodically, she made her way through the company talking to key individuals and attempted to get a sense of what measures they use, how they get their information, within what time period they get it, from whom they get it, and to whom they give it. What Jennifer accomplished, of course, was an audit of the entire communication system of the organization. Learning how different communication channels (written, MIS, face-to-face, verbal) serve as evaluation feedback loops enabled her to design and offer to top management an original plan for the use of telecommunication technology to improve access to information, expedite movement of information, and minimize distortion of information that is used in the assessment of her company's overall performance. Greenbaum (1974) provides an excellent guide for examining communications processes in the organization.

Having successfully addressed matters pertaining to internal dynamics, Jennifer next focused her attention on external aspects of the effectiveness problem. Her objective was to expand the company's ability to adapt to environmental change and improve the many assessments of such effectiveness that were conducted. So she set about examining all facets of the organization/environment interface. In the process she learned some interesting facts about communication.

The environment of any organization consists of individuals, groups and other organizations who provide resources for the organization's input and who receive the organization's output. Economic, social and technical forces shaping both domestic and international environments today are so turbulent that organizations are hard-pressed just to assimilate news of environmental changes without attempting to respond with adaptive contingency plans. People in the organization whose function it is to stay abreast of environmental changes are called boundary spanners. They sense and monitor trends in the world outside and interpret the meaning of these changes for the organization. The accuracy of such interpretations depends upon how up-to-date their information is concerning the organization's objectives and performance. Boundary spanners typically hold positions in the organization's marketing, long-range planning, and research and development departments.

Jennifer considered the fact that telecommunications managers soon will be in a position to help boundary spanners and enhance the organization's responsiveness to environmental change through network systems architecture. Moreover, she realized that telecommunications managers will not accomplish this alone. Aware that the key to increasing organizational effectiveness is data processing/telecommunications coordination and creativity, she felt it urgent to get data management people oriented toward this team approach. At this point her task was obvious. Jennifer was determined to create one of the strongest and best teams. She capitalized on chance encounters and engineered numerous other meetings in which to stimulate professional dialogue with data processing managers in a problem-solving atmosphere. How did she start the ball rolling? With discussion of the unique information-gathering problems of boundary spanning personnel. But that's not all. Jennifer actively sought recognition from among the higher ranks. She communicated her team building efforts to top management with a description of the underlying rationale, a definition of the types of problems under consideration, and periodic progress-reports.

IMPROVING THE QUALITY OF WORKING LIFE

Over the next few months some rather interesting events took place in administration. Jennifer's visibility clearly was on the rise. She was summoned to a meeting of top level corporate advisors and asked to describe her liaison activities. A report of her brainstorming sessions was presented at a meeting of the executive committee. It was recommended that similar problem-solving circles be instituted company-wide using her format as a model.

In the ensuing weeks, Jennifer began working even more closely with top level executives—an activity she found extremely gratifying. For the first time she realized the meaning of "top management support." What's more, with boldness and good timing she was able to exploit this new opportunity. Thus she asked if administration was aware of what she was doing with telecommunications to improve the quality of working life in the organization. That was the day the senior vice-president called for an appointment at Jennifer's "earliest convenience." A red banner day indeed. This would be the first of many meetings on the subject, for the vice-president was eager to learn how Jennifer's approach to a problem so current and vital to the interests of business today.

Quality of working life refers to the reward values associated with work: that is, the factors which influence a worker's mental and emotional and physical well-being in the work place. Underlying the quality of work life improvement is the philosophy that organizations and work systems can be enhanced so as to improve the fit between the goals of the enterprise and the aspirations of its members. Jennifer explained that telecommunications managers occupy a strategic position of influence regarding the quality of working life in the organization, because communication and work design are inextricably linked. Modification in one immediately affects the other. The vice-president was reminded that the world is experiencing a revolution in communications technology that provides an entire transformation of organizational life as we know it. Office automation was offered as a prime example. Jennifer did not hesitate to point out that one of the most critical areas of concern is business today involves the implementation of electronic information technology in office settings. And she was quick to challenge the notion that telephone technology is "in place" and "well-accepted."

The point she argued is that observations of users reveal mild to extreme dissatisfaction with new PBX systems is not uncommon. In fact, expression
of dissatisfaction ranges from silent rebellion to outright sabotage of the system. The nature of complaints varies. Users object to having
the organization define the parameter of their communications through toll restriction. Some object to the fact that their use of the telephone
in the telephone can be automatically monitored and recorded with call detail recording. There is jealousy between users having different priv-
ileges with respect to feature or line access. Users are intimidated by the strange new appearances of their desk top devices. The handsets
are poorly designed and uncomfortable to use. The multiplicity of features is overwhelming. The procedures for accessing features are too
complicated to remember. And the list goes on. What are the implications? First, the system is not being used as it was intended. Second,
the system may hinder rather than facilitate the work process. Third, forced interaction with the system may be cause for considerable dis-
satisfaction with the job or work environment.

The toughest question facing the organization is not, Do we buy?, but rather, How do we implement this new technology to bring about the organization's designated objectives? Here, Jennifer emphasized, telecommunications management expertise had found fullest expres-
sion. In order to lead the innovative effort, she explained she had developed a strategy to ready potential users for the changes in atti-
tudes and routine practices that the new technology would require, as well as to create a receptive climate for modifying the technology
as needed for its adaptation to organizational structure and procedure. Preparation activities had been numerous, requiring coordination over
a time period which began prior to the purchase of the system. The following is what Jennifer described to the vice-president as the core
elements of her innovative effort strategy.

1. GAIN A CLEAR UNDERSTANDING OF ORGANIZATIONAL MISSION. What are the organization's short-
term goals and long-range vision?

2. SECURE TOP MANAGEMENT SUPPORT. Top manage-
ment support is not merely approval from the front office to go ahead with a project, but ac-
tive, enthusiastic support of the concepts of improvement which is transmitted throughout the organization to management and employees at all
levels (Young, 1980).

3. COMPLETE A COMMUNICATIONS AUDIT OF THE OR-
GANIZATION. Determine those areas where the most significant improvements can be made. Make note
of the areas in which change will be greatest in order to concentrate efforts with those depart-
mental personnel.

4. ELICIT USER PARTICIPATION IN THE DESIGN OF THE
SYSTEM. Draw from all levels within the organization: clerical, secretarial, middle and upper management. Find out what their specific
communications problems are and how they might propose to solve them. Encourage a sense of
ownership in the system plan by showing apprecia-
tion for ideas contributed by these various people.

5. INCORPORATE A MEANS OF COST CONTROL INTO
THE DESIGN OF THE SYSTEM. This will operate in
conjunction with other methods for obtaining feedback concerning use of the system.

6. EDUCATE AND TRAIN USERS THROUGHOUT THE OR-
GANIZATION. Encourage understanding and accept-
ance of the organization's communication goals. Attempt to cultivate a climate of shortened problems and mutual interest. Explain thoroughly
the rationale underlying system acquisition. Provide intensive training in the mechanical use of
the system. Create a program for continued, regular training in the use of the system to
accommodate the needs of new personnel entering the organization and procedural changes caused
by modification of the system itself.

7. ESTABLISH SOME STRUCTURAL MECHANISM FOR OB-
TAINING FEEDBACK FROM USERS OF THE SYSTEM. Peri-
odic surveys coupled with personal interviews are an excellent method. This is an absolutely
crucial element of the innovative effort strategy, for it is the means for attaining accurate evalua-
tion of human/system performance, sensitive reading of the quality of working life in the organization, and a measure of one's own per-
formance as a manager.

Currently Jennifer Brayden has been given the responsibility of overseeing the purchase, installa-
tion and implementation of telecommunications systems for the corporation's Wire
Western Regional Division. She heads up numer-
ous on-site telecommunications management training programs throughout these regional facilities. Asked recently how, with such a hectic travel
schedule, she manages to keep a sense of direc-
tion, she replied with a chuckle, "It's easy.
I'm always headed up!"

CONCLUSION

The foregoing discussion highlighted several ways in which one telecommunications manager expanded his sphere of influence within the organization.
For the skillful, the creative and the motivated, opportunities for career advancement are at a
zenith. Organizational uncertainty stirred by the forces of environmental change has broadened
the demand for managers demonstrating the ability
to organize unstructured situations. Jennifer
Brayden is an aggressive lady whose rapid advance-
ment has been earned through the ability to per-
ceive and tackle two broadscale organizational
problems. Telecommunications managers must be-
come proficient in the tasks associated with
these and similar challenges, for they consti-
tute new criteria for evaluating management
success. In this sense, the field of organiza-
tional psychology is an important knowledge re-
source. It can provide telecommunications man-
gers conceptual direction and a methodology
for concentrating their efforts in those areas of
the organization offering the greatest op-
portunity for achievement.

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(GETTING AHEAD IN TELECOMMUNICATIONS) Continued:

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JOE OUTLOOK ENCOURAGING

The recession has resulted in a slowing of telecommunications industry hiring, but the overall telecommunications industry outlook remains brighter than most other USA industries, according to a new nationwide survey. The "Fourteenth Annual Telecommunications Salary Survey" has been released by Personnel Resources International.

According to the survey, although many large firms in distressed industries have laid off many employees, they continue to make telecommunications-related jobs available. Employees experiencing the "scattered and moderate" layoffs in telecommunications are able to find new employment relatively soon.

Two categories of telecommunications employees that found demand for their services the slowest have been outside-planning managers and installers of basic mechanical or electrical equipment. The recession's impact on construction and the slowdown in plant expansion have been the cause of this, the survey said.

Even during the current recessionary period, employer interest in fields such as cellular radio, fiber optics, common carriers, communications satellite operations, and data transmission has created specialized manpower needs. The telephone industry remained "fairly strong," Personnel Resources said. The defense industry showed continued demand for telecommunications specialists.

Pay levels climbed in telecommunications, but at a slower rate than in past years. A small minority of personnel experienced any pay cuts or freezes, the survey said.

According to recent statistics from the US Labor Department, the communications industry showed an unemployment rate less than one-third the national average.

WATS RESTRICTIONS OUTLAWED

Restrictions on sharing and resale of physically intrastate WATS lines were outlawed by the FCC last month. As a result, long-distance carriers will no longer have to route around states with resale restrictions and thus will be able to use the public switched network more efficiently.

The ruling, another FCC step in asserting federal jurisdiction over state governments, comes in reaction to a petition filed by Satellite Business Systems. The satellite carrier complained that restrictions on intrastate WATS adversely affected the availability, cost, and quality of interstate services by preventing carriers from using resold WATS to distribute interstate calls to points within the state where WATS was purchased.

It is the interstate nature of the calls that led the FCC to assert its jurisdiction over various states that either encourage or condone the inclusion in AT&T tariffs of resale restrictions on WATS. The FCC noted that it had declared in an earlier ruling (CC 80-54) that no tariff provision should restrict resale and shared use of the domestic switched network services. And while the Commission did not consider physically intrastate WATS service explicitly, it said it did not intend that restrictions would continue to be imposed on any domestic services.

BOULDER CONFERENCE

Steve Harward, Joyce Dodson, and Norm Sefton met in early April to finalize the Annual Conference Agenda for July 24-28th.

We now need to have some members volunteer their services to act as "session monitors." Duties would include introducing the topic and speaker and to make sure that any last minute details such as blackboards, chalk, water, etc. are set up and ready for a session.

Each year we more or less corner some "old-timers" to handle this assignment and we would truly like to have some volunteers. This is a good chance for newcomers to get involved with ACUTA. Please pick up the phone now as you read this and call Norm Sefton at (919) 684-6363 and volunteer.

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WHEN DID THIS HAPPEN? WHERE? WHO? WHY?
In the February issue of Telephone Angles, there is a copy of a form called "The Telecom Accounting Sheet". This form provides a simple checking system of keeping track of your telecommunications expenses. You should assign a sheet to each of the telco vendors paid each month. The monthly bills are recorded in the appropriately labeled columns. Each column itemizes, and thus lends visibility to, individual sections of your bills. You will soon detect definite patterns emerging from these sheets showing where your costs are. It should only take a few minutes each month to record the activity and it will provide an excellent reference and on-going control factor. I know I have said this before, but it bears repeating. I have found this newsletter to be worth every cent and would encourage our members to subscribe to it. For info on subscription, write:

TELEPHONE ANGLES
P O Box 633
West Hartford, CT 06107
Phone: 203-247-6355

If anyone is interested in a copy of the Telecom Accounting Sheet, please let me know.

--------For our friends 'North of the Border', The TransCanada Telephone System and the Canada Post Office have announced the introduction of Envoy Post, a cooperative electronic mail service. Subscribers will be able to prepare, edit and send messages to non-subscribers throughout Canada--they will use the Canada Post Office near the recipient--sent via computer-based electronic mail service and then printed on Post Office printers and then sealed in an envelope and delivered in the regular mail delivery the next business day. Service is for a one-year test period.

--------AT&T has revised their tariffs for their MTS (message toll service) Calling Plan Testing. Slated to begin in June in both Iowa and Calif., this test will cover five variations of the three plans being studied: a linear plan, tapered plan, and block-of-time plan. Tests will end December 31, 1983. The tests will offer long distance service based on pricing concepts completely new to AT&T customers and to the public-switched network. They will include a monthly subscription fee and distance-insensitive rates. The percentage of rate reductions are lower than anticipated originally. Tests will start in July in New York.

--------Judge Greene generally approves LATAs, however, he made it fairly clear that he disapproves of the FCC order for access charges. He stated this order was counter to the antitrust settlement and the court's objectives of requiring interexchange carriers to pay for access to local users. He pointed out that the antitrust decree said that "the fostering of competition in the telecommunications field need not and should not be the cause of price increases in local telephone rates." Intrastate and intraLATA regulation is not preempted by the decree, so state regulators will control traffic within the LATAs themselves. The court does, however, "have the power to make certain that the operating companies will not block competition for intraLATA toll route where such competition is permitted under state law, as it is in almost all the states". He directed the telephone companies to file written commitments to equal access within the areas they control, dealing with intraLATA as well as interLATA traffic.

While we are on that subject, why don't all of you drop me a note letting me know if your state permits resale/sharing of INTRA-WATS and/or FX, and if not, what action has been considered in this area recently by your Public Service Commissions. We will publish the results in ACUTA News.

-------Telephony, March 21st issue, points out an interesting problem in their editorial, "AS WE SEE IT". The order for AT&T to deregulate and transfer embedded terminal equipment to its unregulated subsidiary, did not discuss sales options for the equipment, however if the FCC buys the AT&T proposal, as it now stands, ABI, (in theory, a vendor competing for its customers like all other vendors), would be handed an enormous number of profitable, high-end customers. ABI could determine rates, time-framing, etc., thus assuring market supremacy--not by virtue of its products or service, but because of the sheer size of the embedded equipment market it inherited and its control of the conditions in that market...The editorial points out the problem--you should read it in full.

-------To get a free copy of the 1983 Salary Survey (in the telecommunications area), write to:

PERSONNEL RESOURCES
342 Madison Avenue, Suite 937
New York, NY 10173
PHONE: 212-682-2030.

As you know, this firm specializes in personnel placement in the telecommunications field. The recession has slowed industry hiring, however this field is much better off than the general business environment--employers have become more selective--growth has occurred in the more specialized areas, such as cellular radio, optic fibers, etc.--the defense sector continued its strong demand for expertise--more openings in large banks, insurance companies and manufacturing firms for data system and network planners than for voice analysts. Once again, this info was found in TELEPHONE ANGLES, January '83 issue.

-------Do any of you have "Portable Phones" on campus? Potential problems have been found in using them--interference is common, lack of total privacy, phone bills with hundreds of dollars worth of calls placed by someone else, (the reason, many of them operate on the same radio frequency). Some deluxe models offer optional security features. What position have you taken on providing "portable phones"? We have been asked this question by many of our fellow members and would like to share your experiences in handling this problem... Call or write please (402-472-2000).

-------Our next issue will carry some information on the Annual Conference scheduled July 24-28 in Boulder, Colorado. Our Host - Joyce Dodson and our Program Chairman for this Conference, Norm Sefton, have been hard at work planning a super event. You really can't afford to miss this!

-------Words of Wisdom:

"Man is not the creature of circumstances, circumstances are the creations of man."--------Benjamin Disraeli

"Everyone has a code of ethics for everyone..."--------Robert Half
PHONE USERS SOON MAY GET THREE BILLS A MONTH, PAY TIME AND DISTANCE CHARGES ON LOCAL CALLS

(Reprinted from the "Wall Street Journal." Written by James A. White, Staff Reporter.)

Say goodbye to plain old telephone service. Using the phone, and paying for it, are getting a lot more complicated.

Changes that will affect many phone users include possibly receiving three monthly bills instead of one, dialing four extra digits for long-distance calls, and revamped charges for local calls to take into account time and distance, much the way long-distance calls are billed today. Local rates for nearly all phone subscribers, which include 98% of U.S. households, are due to rise substantially over the next few years. And there is the hope, though no guarantee, of some savings on long-distance calls.

Changes already in effect, such as freeing customers to buy their own phones, have left many consumers confused. More confusion is booming as the inevitable result of altering the ways that people have done business with the phone for years. "Some changes are great in giving you more choices, but people are so used to "one call gets you all" from the phone company that a lot aren't going to get the message about the different ways to do things," says Lee Richardson, vice president of the Consumer Federation of America.

Amid the confusion are more opportunities to trim phone costs, a central idea behind the 15 years of court and regulatory decisions, that are increasing competition in the telecommunications field. Home and small-business phone users trying to understand the changes and search for savings can begin by examining their current monthly bill.

Most states require customers to receive an itemized breakdown of charges at least once a year; and up-to-date accounting can be requested anytime by calling the telephone company. Customers often find that they are paying lease charges on equipment that they no longer have or never had. It's also good to find out what rate plan you are using because your needs may have changed.

Examine the three major cost categories on phone bills: equipment rental, local service and long-distance service. Each category is developing into a separate business, operated in many cases by different companies that customers increasingly will have to deal with independently. Here's a rundown on how individuals and small-business users might save in some categories while paying more for others.

EQUIPMENT

Savings here are simple. Rather than leasing from the local telephone company, buy a phone, which generally pays for itself in a year or two by cutting $24 to $80 per phone off your annual bill. But although owning your phone has been legal for years and has received heavy publicity recently, most people still can't be bothered.

"The word that keeps popping up (in market studies) is 'indifferent,'" says George Kirby, the group manager for customer-promises equipment for GTE Corp., the largest telephone company after American Telephone & Telegraph Co. Buying a telephone just isn't a big decision people have to make, and they don't want to have to worry about it," he says. The drawbacks to purchasing are the initial expenditure and having to take care of future repairs.

Right now, no one has to buy a phone, and 5% of U.S. households have. The trend toward purchasing, however, is being pushed by phone-company programs offering discounts for home and small-business customers who buy the phones they now use. Phones made by major manufacturers usually work well for years. Buying in-place equipment also is convenient for users happy with their current phones.

Prices and effective dates for in-place sales vary by state and company, but GTE, for one, sells basic push-button phones to current users at a recommended price of $39, compared with $49.95 if bought new. As an alternative, GTE sells a similar but reconditioned phone for $44.95.

Because most leased phones don't have new features such as automatic dialing and hold buttons, buyers should also look at new equipment at department, consumer-electronics and phone-company retail stores. Prices and warranty plans vary. Warranties should provide free repairs for at least six months, but, as with any other appliance, you might ask such questions as:

Can you get a refund or exchange for at least 30 days after purchase? Can you bring a defective phone back to the retailer or mail it to the manufacturer? Does the retailer provide an immediate replacement or loaner phones when sets are returned for repair? What happens after the warranty expires?

These questions don't apply, of course, to $10 and $20 phones designed to be thrown away when they break.

Check for a government registration number on the bottom of any phone purchased. You must give that number to the local phone company when attaching purchased equipment to your phone line. Phone companies, of course, demand the return of any leased equipment before ending their rental charges.

Repairs on leased equipment still are covered by rental fees, but the days when a phone-company truck would roll up to the house to fix any problems for free are fading. Many companies charge $25 or more for a visit when the problem is in a phone the customer could have taken in for an exchange. A rule of thumb: If one phone is balky while others on the line work, it's probably an equipment problem. The same flaw on every phone indicates line trouble that the phone company must fix for free.

Phone companies also charge hefty one-time fees for installing in residences and offices wiring that in more than 30 states can be done legally by the customer or his own electrician. Wiring kits for do-it-yourselfers are available and cheap, but rules and potential savings vary by states.
Regulators have details. Most phone companies prohibit their workers from moonlighting in wiring jobs.

After the AT&T break-up, scheduled for early next year, life will become more confusing for the 67 million residential customers now leasing equipment from Bell System companies.

The break-up calls for all leased Bell phones to be transferred to a new AT&T unit from the local Bell companies. For an unspecified "transition" period, equipment charges still will be collected by the local companies. Later, AT&T will have its own billing operation, with separate bills for local service and equipment. AT&T says it is considering billing quarterly instead of monthly. The company eventually may get out of the leasing business for residential customers by selling off that equipment.

**LOCAL CALLING**

The cost of basic local service, now averaging $10 a month nationwide, could double and, some observers say, triple in a year or two; customers will have little alternative but to pay up. Some consumer groups and regulators fear that poor people will have to give up service.

One reason for higher local rates is a recent Federal Communications Commission ruling that starting next January will add $2 a month to bills for each residential phone line and $4 a month to a business line. Those charges will rise to about $8 a month for all customers by 1889, whether or not they actually use long-distance, as local subsidies contained in long-distance rates are phased out. How much long-distance rates will drop as a result isn't clear, but big users of long-distance, mostly businesses, will benefit most.

Meanwhile, telephone companies are pushing to have phone bills tied closer to actual usage, much as long-distance calls are billed today. Most local billing now is done under a flat rate, with unlimited local calls; the change to so-called local measured service would tie charges more closely to factors such as the number, duration, time-of-day and distance of calls.

Measured-service plans already are used in a few states, usually as options, and can save money for those keeping tabs on phone usage. But frequent callers may well pay more. Measured plans also may cost more than so-called lifeline rates that in many states provide minimal calling privileges for a low monthly fee. Phone companies say those using the phone more should pay more. The issue will be weighed by many state regulators this year.

**LONG DISTANCE**

AT&T still carries 95% of the nation's long-distance business and, despite rates now 15% to 50% higher than competitors, is expected to long remain the dominant long-distance carrier. Among its strong points: Its long-distance service reaches everywhere and is easier to use.

Those differences, however, are narrowing. Long-distance discounter-MCI Communications Corp., Southern Pacific Co. (Sprint), International Telephone & Telegraph Corp. (ITT Longer Distance), Western Union Corp. (MetroFone) and several others—are continously adding cities to their networks. Before subscribing, check where you can call to or from; rural areas probably won't be covered. Rates, minimum charges and other features differ by carrier.

Several carriers have plans that use a combination of their lines and AT&T's to reach locations that they don't serve directly. You get the discounters' rates for the call segment handled on its network and pay AT&T rates for the remainder. ITT says its combined-lines plan, available to business customers in 48 cities, offers an average 10% saving compared with AT&T rates.

Some long-distance companies discount the discounters. New firms called "resellers" buy time at bulk rates on the networks of discounters and AT&T and resell it to customers, managing to shave the discounters' rates. Resellers include U.S. Telephone Communications and Combined Networks Inc.

The expanding networks of AT&T's competitors makes them more convenient, but you still must use a push-button phone and dial extra numbers to hook up with them. The AT&T break-up, however, should ease those problems for at least the 80% of U.S. phone users served by local Bell companies.

The break-up agreement requires that Bell customers be able to use other long-distance carriers the same way the use AT&T's services. Beginning in late 1984, that should make it possible to use rotary-dial phones (about half the total phones in use) to reach any long-distance carrier. And customers probably will have to dial only four extra digits instead of the current 12 or 14 before the area code and local number to use a long-distance discount.

In the proposed numbering plan, customers also would dial four extra numbers, designating the carrier, to reach AT&T's long-distance network. Customers could name a "primary" carrier to eliminate the four digits unless a particular call is to be handled by a nonprimary carrier. AT&T also is considering some flat-rate plans for residential long-distance service that could produce savings on AT&T's normal rates. How Bell's long-distance service will be billed in the future hasn't been decided. AT&T and other carriers could pay the local Bell companies to do it or could bill separately. So, Bell customers may get three separate bills, for local service, long-distance calls and equipment rentals.

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**CAN YOU IDENTIFY WHO, WHEN, WHERE??**

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Image: A group of people standing in front of a building. One person is holding a phone. The background is blurred, focusing the attention on the group in the foreground.
I'd like to offer a special thanks to several individuals for helping ACUTA accomplish one of its 1983 objectives. As a result of the efforts of Workshop Program Coordinator, Mal Reader, and Executive Vice President, Mike Toner, we now have our first three year plan for ACUTA conferences and workshops. An attractive brochure, prepared by Mal, describes the sites, dates and general topics for all workshops and conferences that have been planned through 1985. Mike has coordinated the site selection and found willing hosts for each activity. Our schedule is summarized below:

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>DATES</th>
<th>HOST</th>
</tr>
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<tbody>
<tr>
<td>Lexington, Kentucky</td>
<td>April 26-29, 1983</td>
<td>Del Combs, Univ. of Kentucky (606) 257-8086</td>
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<tr>
<td>Boulder, Colorado</td>
<td>July 24-28, 1983</td>
<td>Joyce Dodson, Univ. of Colorado (303) 492-5621</td>
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<tr>
<td>Nashville, Tennessee</td>
<td>October 9-11, 1983</td>
<td>Mike McCaw, Vanderbilt Univ. (615) 322-2351</td>
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<tr>
<td>San Francisco, California</td>
<td>November 14-16, 1983</td>
<td>Virginia Penekis, University of Cal-Berkeley (415) 642-3301</td>
</tr>
<tr>
<td>Orlando, Florida</td>
<td>March 26-30, 1984</td>
<td>Bill Morris, University of Central Florida (303) 274-2113</td>
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<tr>
<td>Boston, Mass.</td>
<td>August 5-9, 1984</td>
<td>Jim Shea, Boston University (617) 353-2097</td>
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<tr>
<td>Banff, Canada</td>
<td>July 1-5, 1985</td>
<td>Gordon Morrison, Univ. of Calgary (403) 284-7555</td>
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ACUTA Membership Chairman, Del Combs, has been using the month of April to distribute the brochure to ACUTA members as well as to a substantial number of prospective members. I hope that you will find the brochure to be useful in making future travel plans. Please express your appreciation to Mal, Mike, and Del for their efforts.

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DOWN MEMORY LANE---can you identify the people in this photo and tell us what they all have in common with the possible exception of one?

During the 1983 Annual Conference in Boulder, Colorado, all full ACUTA members in attendance will be able to vote on a slate of officers to serve as the Board of Directors of ACUTA for the coming year.

There will be three "automatic" changes of responsibilities, as provided for in the ACUTA constitution, and three actual ballots.

AUTOMATIC

Steve Harward, the incumbent President, will become immediate Past President, and his new duties will include Chairman of the Past Presidents' Council, Chairman of the Nominating Committee and Chairman of the Constitution and By-laws Committee. At board meetings he will act as Parliamentarian and have a tie-breaking vote only.

Mike Toner, the incumbent Executive Vice President, will automatically become President, assuming all duties and responsibilities associated with chairing the ACUTA Board of Directors.

Ruth Michalecki, the incumbent Vice President, will automatically assume the office and duties of the Executive Vice President.

SUBJECT TO BALLOT

Vice President--To be elected from a slate of nominees assembled by the Nominating Committee and finalized with any nominations that may be received from the floor at the election meeting.

Treasurer--The incumbent Treasurer, John Curry, can, according to our Constitution, be elected to a second year in office. Technically, the second year is not mandatory and therefore John could run for election to another vacant position if he so desired.

Secretary--John Sleasman is presently in his second year as Secretary and our Constitution stipulates a maximum of two consecutive years for that office. Therefore, we must elect a new secretary this year.

NOMINATIONS

All ACUTA members may submit nominations for the above offices. However, before placing a name in nomination please be reasonably sure that the person you are nominating is in fact willing to accept the responsibilities that accompany the office, and is aware of the considerable commitment required, particularly in terms of support from his/her institution. Upon receipt of each nomination I will contact the nominee personally in this regard just to be doubly sure.

Please send all nominations to:

Constance M. Gentry
Mgr., Telecommunications
Physical Plant Dept.
Emory University
Atlanta, Georgia 30322

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"Politics is the art of looking for trouble, finding it everywhere, diagnosing it incorrectly, and applying the wrong remedies..." Groucho Marx