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'SNEAK PREVIEW' COMSAT Logo To Get New Look

Within the next couple of months, the COMSAT logo will sport a modified and updated look. And, for the first time in company history, employees who use the COMSAT logo — in advertising, trade show exhibits, business cards, stationary, newsletters, forms and signs — will receive clear-cut guidelines on just how the mark should and should not be used.

Those guidelines are contained in the company's about-to-be-announced corporate identity program. Laid out in a manual that will be distributed to those functions which work regularly with the logo, the corporate identity program is aimed at increasing the value of the COMSAT logo in the marketplace. The manual should be distributed by Labor Day.

Developing the new corporate identity program was a delicate exercise that sought to build on the company's past while demonstrating that its orientation is toward the future. As the identity program took shape, Corporate Affairs, the department overseeing its development, sought the input of COMSAT senior staff and marketing professionals.

"Modifications to the logo itself are minor," according to Corporate Affairs Vice President Dick McGraw. "We

Notice The Difference?



wanted to continue building on the equity already held by the COMSAT logo. Yet, by cleaning up the lines of the orb and using a more modern typeface, we are able to present a more up-to-date image, reflective of COMSAT's focus on the future."

The centerpiece of the identity program is the "system" that defines its proper usage. The corporate identity manual sets forth the guidelines and standards for how it should appear in the company's visual materials.

"In designing the program, we wanted to balance the divisions' need to establish their own identities with the need to present a unified corporate image and use the strength of the COMSAT logo," McGraw said. "Our solution was to give the COMSAT logo somewhat higher billing, but to ensure that the division's identity is presented prominently as well."

Plans for implementing the program call for all printed and visual materials to reflect the new identity program by early1989. As existing supplies are used up between now and then, new orders should reflect the change. The Procurement and Corporate Affairs Departments can assist

in the transition. Chairman Irving Goldstein, stressing the importance of the new identity program, has reserved sole authority for granting exceptions to the guidelines governing use of the logo. "I urge all employees to adhere to the new program so that COMSAT's name is enhanced in the marketplace. It is an extremely valuable asset — one that should be treated with care and used to the company's greatest benefit."

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WSD Managers Build Performance

At the heart of COMSAT's revamped compensation plan lies a potentially powerful motivator — the prospect of getting a pay raise or merit award for good performance.

But if employees don't clearly understand what is expected of them to achieve "good performance," the motivator's strength is sapped. Without well-defined objectives against which to evaluate performance, subjectivity and emotion can cloud employee reviews —and render pay incentives virtually meaningless.

Hoping to help its managers becomemore effective in getting top performance from employees — through the use of financial incentives and other management techniques — World Systems Division this spring held several training sessions, arranged through Human Resources.

"The sessions were designed to help managers learn how to work with employees in setting goals and to evaluate performance against them. When employees begin to see that financial rewards are tied to completing specific objectives, they usually work hard to meet the department's goals, " said Jim Herger, Human Resources director of employee relations. Herger brought in Drake Terrell & Associates of St. Louis to conduct the training, which was led by Fred Falker.

"Managers," Falker says, "need to realize that they can control only what they themselves do — not what an employee does. Instead of focusing strictly on the outcome they want, they need to spend time managing the process that gets and keeps employees on track toward the desired result. Managers can control the process," he adds.

The process Falker describes requires supervisors to wear their people manager's hat year-round, not just on days when an employee's performance review is to be held or when salary adjustments are to be made. His "Process Management System" puts the manager's focus on controlling four areas of his or her own behavior. Falker described the four areas:

· Planning — The manager works

with employees to set objectives. These should be stated in specific terms — identifying quantity or quality to be attained and a deadline for completion. An objective should always meet a basic criteria: does it lead you to the result you want? Objectives should be brief — and, for most employees, there should be a limited number, usually no more than two or three. Guard against insignificant objectives. In fact, it's better to have no objectives than to have trivial ones that undermine the value of pay for performance.

• Guiding — In the guiding phase, manager and employee decide on subobjectives or steps that will lead to achieving the main objective on time. These answer the question, "What do I expect the employee to have completed by Aug. 1, for example? Expressed in the same format as the primary objective, these sub-goals can help manager and employee track progress, and to take corrective actions, if required. Guiding allows the manager to influence performance without getting in the employee's hair. It also provides a natural opportunity for praising employee work and motivating through positive reinforcement.

• Evaluating — The performance

review should be important in what it does for the employee, not for the manager. If a manager has followed the process, the employee should come to the review knowing what the manager thinks of his or her performance. The performance review becomes the summary for the record. It is not a time for new concerns — those should be saved for a subsequent planning session, which usually is less threatening to the employee.

· Staying Involved - This part of the process, which should happen daily, encourages managers to show genuine interest in employees' lives - both as a professional and as a fellow human being. It is far easier to give corrective feedback when the employee thinks you have his or her interests in mind. Looking on people management as a process gives supervisors an overall context in which the tasks of management --- objective setting, performance reviews, salary administration - become meaningful, more effective tools, Falker said. "Often managers don't use the tools well because they don't have the big picture, they don't see how the little things fit in," he said. "Process management gives them the big picture."

COMSAT To Host INMARSAT Council

When representatives to the IN-MARSAT Council convene July 20-27 at the Sheraton Waikiki in Honolulu, COMSAT World Systems Division will play host. It isn't a role the Division is taking lightly.

By providing a well-equipped setting for the business meeting and well-planned entertainment for more relaxed times, WSD will be looking to build goodwill among INMAR-SAT Council members and staff. As the largest member of INMARSAT, the pressure is especially keen to put on a good show.

Making preparations for some 150 guests at an eight-day event is not a last-minute undertaking. "We started

a year ago and that was a little later than we would have liked," said Tish Fonda, WSD exhibits specialist.

Once the site was selected, the nitty gritty work began: reserving rooms for guests and business sessions, arranging menus, setting up temporary office space for INMAR-SAT staff and officers and making sure the offices were equipped with everything from word processors to paper clips. There were arrangements to be made for greeting and picking up guests at the airport, for entertaining families or friends that came along with attendees, for having translators on hand to assist non-English-speaking guests.

The Picnic: Fun, Food, Fellowship

Attendees at COMSAT's annual picnic last month had plenty of fun, food and fellowship thanks to from Human Resources and the COMSAT Employees Association.

Organizers seemed to have arranged for everything — lots of activities, kids' games, good picnic fare and more than 500 fellow employees and members of their families with whom to share the fun. Even the weather cooperated this year as June 25 dawned sunny, with low humidity.

For the adults, there was softball, swimming, volleyball and a disc jockey spinning tunes. Meanwhile a magician, face painter and stiltwalker entertained the kids. The CEA deserves much credit for organizing the activities and for the pre-picnic publicity, said Human Resources Specialist Michelle McNeil Gill.

Everyone could choose from a menu of summer favorites — chicken, hot dogs, hamburgers, ribs, cole slaw and cool beverages. Cedar Crest Country Club in Centreville,Va., the site of the picnic, estimated that COMSAT employees downed several hundred pounds of food and almost 100 gallons of beverages.

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There was food, food and more food at the annual Clarksburg All-Star softball game held June 15 at COMSAT North. Oh, yeah. There was a ballgame too! The A Division beat the B Division 9-5 in the CEA-sponsored event.

Photo: Carroll Haugh

Selling Broadcasters On 'COMSAT Maneuver'

Customers have a right to be skeptical when suppliers introduce new ways of doing things, especially when the old ways seem to be working fine.

In the high-stakes world of TV broadcasting, where high-quality satellite delivery of programming is critical, worry can spread like wildfire at the whisper of any change in satellite operations.

So when talk of applying the fuelsaving COMSAT Maneuver to IN-TELSAT satellites began, worry among international broadcasters began to take root. Would satellites operated with the new position-keeping technique be able to beam programming across the seas with the same clarity and reliability that of conventionally operated satellites? COMSAT World Systems Division, which currently supplies roundthe-clock satellite links to 19 broadcasters around the world, heard their concerns — and confronted them head on when U.S. TV executives gathered at the National Association of Broadcasters' convention in April.

They presented broadcasters a live demonstration. Through the efforts of Tom Chow of COMSAT's Intelsat Satellite Services and Dave Weinrich of COMSAT Labs, broadcasters at the demonstration watched programming beamed over an INTELSAT IV-A satellite in the Pacific Ocean region, which was being operated with the COMSAT Maneuver. Programming, by Australian TV Channels 9, 7 and 10, was received by a five-meter antenna outside the convention site.

"Our intention was to relieve broadcasters' fears by demonstrating that a satellite in inclined orbit could provide the level of service they demand," said Chow. INTELSAT has begun using the COMSAT Maneuver to conserve fuel on selected satellites in the Atlantic and Pacific regions, he said. The scarcity of new satellite capacity caused by the launch crisis has led INTELSAT to adopt the fuel-saving stationkeeping technique on some satellites. And when it was over, were the broadcasters satisfied? "They seemed to be happy," said Chow.

COMSAT Software Aids Launches

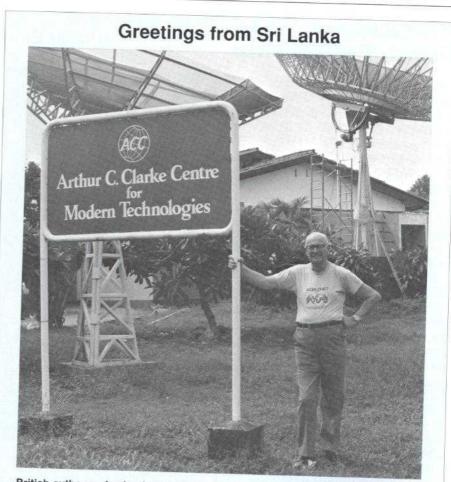
After reading last month's issue of *Today*, Dennis Beaufort, director of COMSAT Systems Division's communications, control and monitoring division, called to offer an addendum to the story on how COMSAT's computer staff continues to support INTELSAT launches.

Beaufort said the story couldn't be complete without mention of an important software program, for which his division is responsible. The program goes to work once data from a satellite arrives at the COMSAT computer in Clarksburg from tracking, telemetry, command and monitoring earth stations, Beaufort said. It organizes and stores the raw telemetry data so INTELSAT's applications software can use it for monitoring and maneuvering the satellite. The support provided by this software is used continuously by INTELSAT and is especially important during launches.

Beaufort credited Steve Adelmann, manager of real time systems, for being on hand during the early hours of the most recent launch to ensure that the program functioned smoothly. What is particularly interesting about the software, Beaufort said, is that it has withstood the test of time. Beaufort said he wrote the program in 1975. Over its 13-year life, it has performed flawlessly while supporting the launches of all the INTELSAT IV-A, COMSTAR, MARI-SAT, SBS and INTELSAT V satellites, he said. The software is also used to collect telemetry data continuously from one INTELSAT IV-A, the COM-STARs and the MARISATs, Beaufort added.

Looking Back

• 11 years ago, on July 24, 1977, COMSAT Labs airlifted a four foot transportable earth station to Johnstown, Pa. to provide emergency communications service in support of flood disaster relief.



British author and scientist Arthur C. Clarke recently sent this snapshot to COMSAT Chairman Irving Goldstein. Photo shows Clarke, known as the father of the geostationary orbit concept, outside the Centre for Modern Technologies that bears his name in Colombo, Sri Lanka.

COMSAT General Wins Energy Dept. Contract

The U.S. Department of Energy has selected COMSAT General to install and operate an emergency communications network at nine nuclear processing plants.

Under a contract announced last month, COMSAT General will install an MCS-9120 earth station at each of the nine facilities. The terminals, which are usually found aboard ships, will be used for emergency back-up communications in the event that telephone service to the plants is disrupted.

Details of the contract are still under negotiation, but over its three-year term and two option years, revenues are expected to exceed \$1 million plus satellite use charges.

Project Manager Larry Burch noted that while the value of the contract is relatively small, COMSAT General's participation will raise awareness of COMSAT Systems Division's capabilities among people in its target market — the U.S. government. In addition, he pointed out, the contract will provide revenues to two other COMSAT divisions: Technology Products for the terminals and Maritime Services for satellite capacity. Contracts officer Chuck McGraw assisted in preparing the proposal that won the contract.

Maritime Services Eyes Foreign Business

In a move aimed at selling shippers based outside the United States on coming to COMSAT for communications services, COMSAT Maritime Services last month named Peter Goldsmith to direct European sales.

Goldsmith's responsibilities place him on the front line in Western Europe, while Frank August, who is based in Washington, is spearheading the drive for international business in the Far East. Jerry Shipley, who joined COMSAT last September as director of Maritime Services international sales, is masterminding the strategy.

Behind Maritime's move to markets outside the United States is the fact that most of the world's shipping headquarters are located elsewhere, Shipley said. "There are only about 500 to 1,000 U.S. flagships," he said. "However, there are about 15,000 to 20,000 ships in the Atlantic and Pacific regions that COMSAT could serve were they all equipped with Standard A ship earth stations."

The goal, Shipley said, is to increase communications traffic through the company's two coast earth stations, located in Southbury, Conn., and Santa Paula, Calif. Increased traffic, of course, translates into higher revenues. Ships in the Atlantic and Pacific can route their communications through any coast earth station in those regions.

In addition to Goldsmith's efforts, Maritime Services will be looking to form marketing partnerships with others who do business with shipping companies, such as accounting authorities who handle billing or who sell marine and electronic equipment. Shipley also said he is interviewing sales agents who would call on shipping concerns on COMSAT's behalf.

By wooing international shippers, COMSAT faces an interesting challenge — competing directly with other coast earth stations serving the Atlantic and Pacific Ocean regions, including stations located in a shipper's home country.

Shipley believes that COMSAT's innovations — such as credit card calling and equipment that allows multiple calls to be placed simultaneously provide a competitive advantage. "We've been quicker than the other coast earth stations in offering new services," he said.

The competition will be strong, however, from H-F radio, Shipley said. "High-frequency has a cost advantage, but its disadvantage is that you can't get the high quality of transmission and it is not always available immediately when you need it like satellite services." Maritime's sales campaign will seek to show shippers how satellite services can be used to improve the management of their operations — and that use of COMSAT's array of services can make their investment in a \$35,000 antenna pay for itself through a higher variety of value services.

CTP Terminal Used Aboard Power Yacht

COMSAT Technology Products' MCS-9120 satellite communications terminal provided sea to shore communications links early this month when a 110-foot power yacht raced across the Atlantic Ocean.

Tom Gentry, owner of the "Proud Bird," selected the COMSAT terminal because its unique tracking capabilities enabled it to relay communications from a vessel traveling as fast as 80 miles per hour. Designed to meet U.S. military standards for shock and vibration, the terminal is able to withstand the tremendous forces it encountered during the transatlantic trip.

The race across the Atlantic, called the Blue Riband, stretched from New York City to Bishop Rock, England. It was primarily a race against time. Since 1987, Gentry has held the world offshore speed record of 148 miles per hour. Gentry used the terminal to relay progress reports to supporters and the news media. He also tracked weather patterns that could influence his timing.



COMSAT Technology Products' MCS-9120 satellite communications terminal provided communications links earlier this month when the 110-foot power yacht "Gentry Eagle/Continental Proud Bird" attempted a new world record in crossing the Atlantic. Tom Gentry, owner of the power craft, selected the COMSAT terminal because its unique tracking capabilities enabled it to relay communications from a vessel traveling at speeds up to 80 miles per hour.

With the MCS-9120, he and his crew could talk by telephone or send and receive telex, facsimile and data with virtually any other point on earth. His

communications into and out of the United States were handled through COMSAT Maritime Services' Southbury, Conn., earth station.

COMSAT Scores Big For Special Olympics

COMSAT bats thundered on behalf of Special Olympics as the all-star squad from Clarksburg emerged victorious in the first COMSAT Invitational Softball Tournament. The corporation donated \$5,825 to the D.C. Special Olympics, representing \$25 for each of the 233 runs scored during the singleelimination tourney.

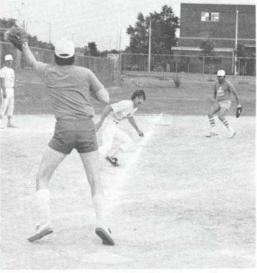
The COMSAT All-Stars opened with a 31-2 shellacking of a team representing the House Subcommittee on Telecommunications and followed it with a 14-6 win over the Department of State. In the championship game, John Kisner slammed a three-run homer in the bottom of the seventh inning to give COMSAT a thrilling 11-8 win over the Department of Defense.

Kisner, who works in the Labs' Model Shop, belted four home-runs in the tourney. Team captain Tim Salerno, who reached base 14 times in 15 at-bats, slugged two home-runs as did Jack Stitely.

The tournament was hosted by COMSAT's Corporate Affairs department as a way to raise the company's visibility, increase interaction with government and congressional agencies and continue its role as a good corporate citizen.



Corporate Affairs Vice President Dick McGraw introduces celebrity guests George Wendt and Birnadette Birkett to CNN camera crew, audience.



Catcher Jay Matthews and 3rd baseman Tim Salerno get opponent in rundown.

COMSAT NNE 26:33 D.C. Special Olympics D.C

COMSAT Chairman Irving Goldstein holds check that was presented to D.C. Special Olympics.

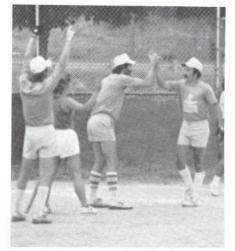
Glenda Morris pitched two of COMSAT's three games.



Plenty of trophies up for grabs in tourney.

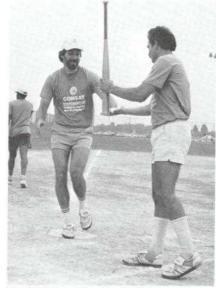


Television stars George Wendt and Birnadette Birkett (standing, far left) and COMSAT Chairman Irving Goldstein (kneeling, far right) pose with COMSAT All-Stars (front row): Carl Arrington, Glenda Morris, Mary Penrose, Duane Hawbaker, Debbie Pizzo, Marvin Stanton and Jay Matthews; (back row): Claudia Fuller, Earl Main, Jack Stitely, John Kisner, Marla Kinkella, Tim Salerno and Ed Eiser; (kneeling, front row): CEA volunteers Joanne Muldoon, Joyce Van Gorder and Joann Torres.

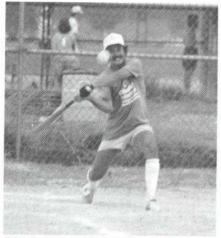


Kisner being congratulated for home run.





Tim Salerno gets congratulations from Earl Main after home run.



John Kisner shows winning form.



Birkett reading modified rules

Dwayne Hawbaker (left) scored winning run off Kisner's last-inning blast.

Photos by Carroll Haugh

Short Takes

COMSAT Systems Division has named Jean Davis marketing communications director. Previously with GTE Spacenet and General Electric, Davis will develop communications programs to reach CSD's targeted federal, commercial and international marketplaces...Telephone calls via IN-MARSAT from British Airways (BA) airliners have been successfully tested. BA said later this year passengers on its 747s will be able to place calls to 185 countries while in flight...INTELSAT's Board of Governors voted to recommend approval of Article XIV(d) requests for use of six PanAmSat transponders for services between the U.S. and Britain and West Germany. An extraordinary Assembly of Parties meeting is expected to be held this fall to consider the recommendation ... West Germany, the world's third largest telecommunications market, has sought INTELSAT coordination for Pan-AmSat services as it liberalizes its tele-

Jocelyn Ward is on vacation. Watch this space next issue for Printed Circuit.

SERVICE ANNIVERSARIES

METRO AREA

Twenty Years Christopher Mahle Frederick Smith Russell Fang Robert N. Smith Donald Tucker

Fifteen Years Julia Wallick George Hannah Carl Frisby

Ten Years Charles Thome Betty Kewer Claudia Toy Gloria Ford Michael Reed Sheila Lockhart Bernie Gusman

Five Years Ajit Shenoy Donald Power Janice Campanaro John Bass John V. Evans Anna Stephens Brenda Webster David Reiser George Allison Jason Braun Anthony Loving Arthur Johnston Gary Foster Jeffrey Allison Lewis Reed Margarita Dilley

OTHER LOCATIONS

Twenty Years Kent Hunter Paul Koike Lynn Rader John Melville David Belanger Lynn Rector William Osborn

Fifteen Years Paul Mauzy, Jr. Five Years

Denny Snowdon Kerry Kawado Antonio Garcia Nelson Roth

PROMOTIONS

COMSAT Video Enterprises Donald Hawley, District Mgr. John Greil, District Mgr. John Wood, District Mgr. Nancy Jo Southward, Spec., Affil. Ed. & Tng. Norma Gourley, Admin. Coordinator Phyllis Book, Network Administrator Rebecca Vandiver, Spec., Affil. Ed. & Tng. communications system...According to documents at the Securities and Exchange Commission, among **institutional shareholders** Prudential Insurance Company holds the largest number of COMSAT shares (1,075,000)... **TAT-8**, the first undersea fiber optic cable, is scheduled to begin service in late November...PanAmSat's first satellite was launched successfully June 15 by **Arianespace**, which used its new, more powerful Ariane 4 rocket for the first time during the launch.

CEA Honors Employees



The COMSAT Employees Association held an employee recognition luncheon at Clarksburg last month to recognize service by past officers and board members of the CEA. Here Jim Helms, Human Resources liaison to the CEA, presents Pat Kiernan with a CEA lapel pin.

Ronald Freeman, District Mgr. William Gilkeson, District Mgr.

COMSAT Labs

Amir Zaghloul, Sr. Scientist Amitabha Sen, Ass. Dep. Mgr Aubrey Grantham, Asst. Staff Benjamin Pontano, Ass. Exec. Director Chaim Zaks, Sr. MTS Dennis Mullinix, Tech. Specialist Dilip Gokhale, Sr. MTS Donald Power, Sr. Tech. Specialist Earl Carpenter, Sr. Scientist Eileen Sparks, Sr. MTS Ernest Ekelman, Jr., Staff Scientist Ervan Hare, Asst. Staff Member Franco Cosentino, Sr. MTS Fred Brantner, Jr. Desig Granville Albright, Staff Scientist Griff Lee III, Sr. MTS Hacharan Gambhir, Sr. Contracts Harry Miller, Sr. Tech. Specialist Henry Williams, Asst. Staff Member Hsi-Ming Lee, Sr. MTS Jack Stitely, Jr., CNC Programmer Jack Singer, Asst. Staff Member Jeff Hazelwood, Technician John Dobriansky, Mgr. Procurement Joseph Bruno, Sr. Tech. Specialist Karen Cheatwood, Schedule Analyst II Kathleen Hogan, Sr. Tech. Specialist Kathleen Burch, Sr. Tech. Specialist Kathy Brake, Exec. Secretary Lawrence Biller, Sr. MTS Lawrence White, Sr. MTS Lee Terry, Tech. Specialist

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CSD

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Kent Carson, Dir. Prod. Mgml. Lilia Benavidez, Admin. Secretary Marjorie Gruenburg, Sr. Accounting Clerk Minh Q. Ta, Electronic Technician

Nancy Maxey, Sr. Accounts Payable Spec.

Niem Q. Luu, Sr. Test Technician

TODAY'S

To The Editor:

In reading the June issue of TODAY. I came across an interesting reflection in the "Looking Back" section. Much to my surprise. I discovered that the contract for the INTELSAT III generation of satellites was awarded to TRT. At the time, in June of 1966, I was working for TRW. In fact, I was working on the proposal for the INTELSAT III generation of satellites, and I'll be darned-I thought we (TRW) won that contract. In fact, I'm not sure that TRT was anything but a small banana on the bunch in United Brands. I thought it would be appropriate to set the record straight.

—Joel R. Alper President, COMSAT Systems Division

Editor's Note: COMSAT TODAY will consider letters from its readers on any topic. Brevity is encouraged. All letters must be signed. Address correspondence to: Editor, TODAY, Corporate Affairs, Plaza-8.

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Phyllis McElroy, Materials Coordinator Ralph Brewster, Dir, Marketing Opns, Raymond Healy, Service & Logisitics Rep. Robert Rubock, Sr. Digital Analog DSG Engr.

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