

A LOOK INSIDE



Steel & Pipe Supply rates NSW products tops among suppliers.
See page 7.



Bricmont and NSW work together on reheat furnace.
See page 4.



Employee/owners at their peak as records continue to shatter.
See page 5.

The Owners Manual

A PUBLICATION FOR EMPLOYEE/OWNERS AND RETIREES OF NORTHWESTERN STEEL AND WIRE COMPANY

March, 1989

New nail packer adds efficiency

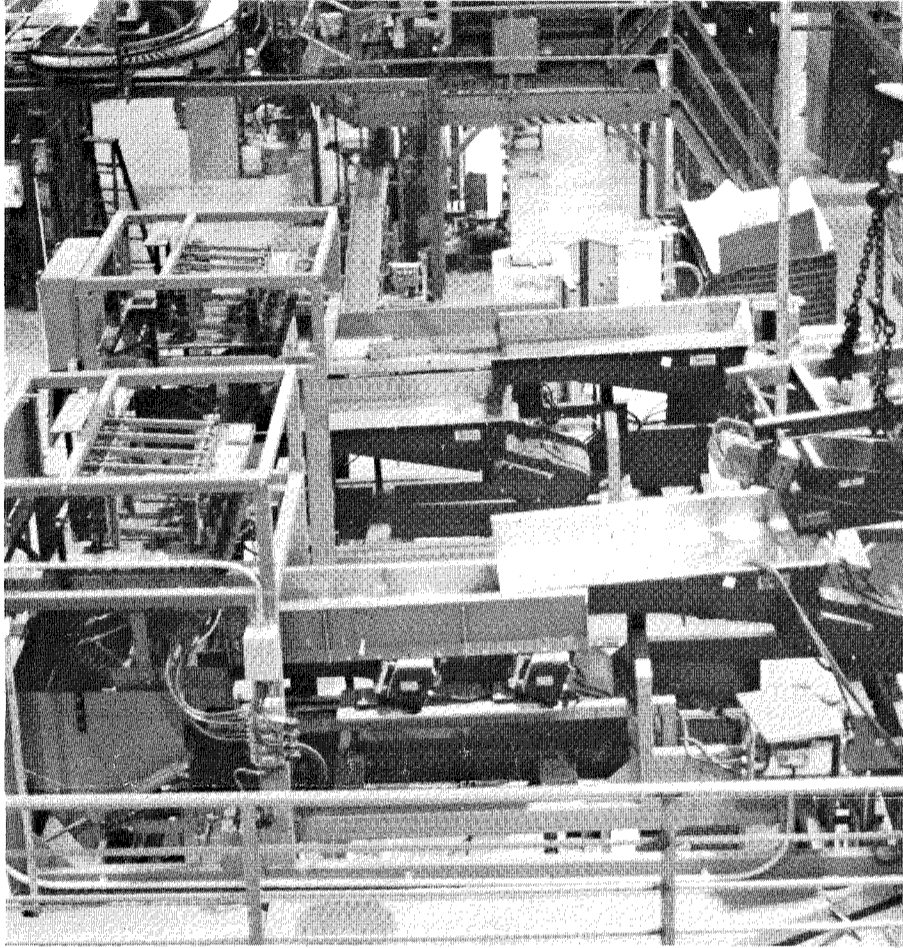
The new nail packer being installed at Plant 1 will increase efficiency and modernize operations, according to Project Engineer John Reynolds. "This is a total, 100% change in our system," he remarked.

Late last year, installation of the new DSR nail packer began. The unit itself has been put in place and tested, but cooling and solvent systems have yet to be installed.

The first nails will be packed by the DSR sometime in late to mid-April, according to Reynolds. When on line, the DSR will run a dual line with a 50-ton capacity per shift, operating three shifts, five days a week, packing all of Northwestern's cement coated and bright nails.

The new machine will put NSW's nail-packing operations in the forefront of the industry. "We're updating our old methods," Reynolds explained, "getting rid of some steps, such as forming the box and strapping, becoming more efficient to keep pace with the industry."

Nail packing will continue in the Plant 1 old facility, but will convert to DSR operations by late April. The work shift to the new building will also include increased, updated inventory controls.



ESOP committee assembled

Three have been named to the NSW four-person ESOP Administrative Committee required by ESOP regulations.

Two of the members have been appointed by the USWA, as mandated by law. They are James K. Olson, a Millwright at Plant 4 and a member of USWA Local 3720, and Plant 3 Pipefitter, Thomas Walter, a member of USWA Local 63.

President and CEO Robert M. Wilthew announced his committee member choice, Operations Auditor, Jim Boesen, at the February NSW Board of Directors meeting. The Board itself will make the fourth and final selection. The three members of the committee already chosen have begun their education process. The committee is slated to become active by the fiscal year-end.

As defined by ERISA Section 402(a)(2), the Administrative Committee is the designated Fiduciary for the company, with authority to control and manage the operation and administration of the ESOP Plan and Trust.

The Administrative Committee's responsibilities and duties fill a long list. They include responsibility for stock and cash accounts, hiring investment managers, accountants and legal counsel as necessary, making rules and regulations for administering the ESOP, and acting on benefit claims.

The committee is also charged with providing an annual report, annual financial statement and an ESOP Plan Description to each employee/owner.

In search of elusive financial understanding

Workshop teaches dollars & sense

Okay, so you're a Northwestern Steel and Wire Company employee and you open your mailbox sometime in April and find a quarterly report waiting for you.

No, don't shove it back in and hope the mailman takes it away. Don't use it to teach the dog to play fetch. You're an owner now, and that means you're privy to NSW's financial facts. And they're there, waiting for you, inside that quarterly report.

All you have to do is read it.

While NSW's adoption of an ESOP converted workers to owners, it didn't automatically teach them the how-tos in understanding financial reports. That's why NSW is sponsoring a series of "Dollars and Sense Workshops" directed by Kirkwood Consulting.

So far, over 800 NSW workers have become enlightened on the Company's economics as depicted in periodic financial statements by taking the workshop; nearly a thousand people are signed up.

"A lot of workers do not understand the ESOP itself and that's why the segment on communications in the workshop includes a section on understanding the ESOP," said Jim Ozimek, Vice President of Management Systems with Kirkwood.

Focus on financial

"Predominantly, the Dollars and

Sense Workshop is focused on the financial aspects," Ozimek explained. "Since the employees are owners, they receive a quarterly financial statement, balance sheet, and income statement—and what do these forms mean? That's the focus of a large portion of the session."

If you read your quarterly report next month, for instance, you will find that NSW's stock value has risen from 80 cents per share on Aug. 16, 1988 to \$1.19 at the end of the first quarter of 1989. And Ozimek said the value will continue to rise. Those are numbers that will interest anyone who holds stock in NSW—such as every employee.

A brief introductory video by NSW's President and Chief Executive Officer, Robert M. Wilthew, opens each Dollars and Sense Seminar. Through the course of the day-long seminar, employees' questions about every aspect of the Company are answered. Or, at least, an attempt is made to answer them. Some of the questions asked at the early sessions have been too complex or hypothetical for an immediate, factual reply. These hypothetical questions were turned over to NSW's lawyers for a speedy, legal response. (Answers to those complex questions will be published in the *Owners Manual*.)

The Workshop, conducted at the

Ramada Inn, includes lunch and is held Monday through Thursday.

New faces at NSW

Several new faces appeared in Northwestern's mills beginning in March; they are easily identified by the familiar red crosses on their helmets.

But these aren't the usual rookies. These are students working part-time at NSW. Supervisors were notified of

the students' presence in the mill, but it would be a great help if all workers helped keep an eye out for these young people. The students have received general safety instructions but need help identifying the specific hazards of each department.



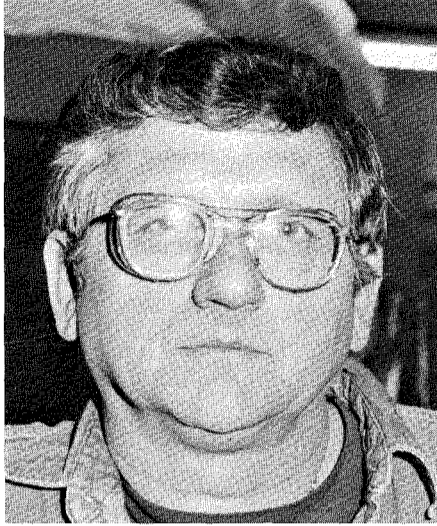
Gene Jacoby, Safety Engineer, begins indoctrination of new student workers with a plant location lesson.

Viewpoint



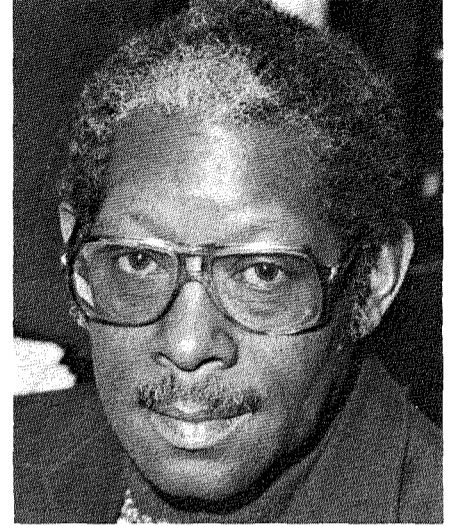
"Provide leadership and a direction for the Company. They need to make sound business decisions in order to maintain our competitiveness."

Howard Jones
Coordinator
Printing/Mailing Services



"I think the Directors should get more involved with all the operations of this Company than has been done in the past."

Dave Hurd
Electric Motor Repairman
Rewind Shop



"They should be directors and not have any concern with the internal affairs of the Company. They should be concerned with the financial end and not the every day workings."

Jim Hale
Supervisor of Company Services



"I think that if they were directors then they would direct in the proper way. I think employees should be kept informed. They should be kept fully aware of what's going on - from lower paid people on up to the higher paid people."

Bea Martens
Drawing Dept. Clerk

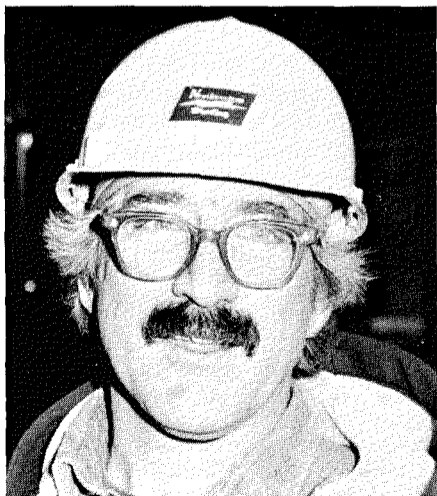
What do you think is, or should be, the role of directors in a company?

The NSW employee/owners who give their viewpoint are picked at random. The opinions of the first eight people who give spontaneous or impromptu answers are used; we do not look for the "best" eight answers. The responses given are the responses that appear in print. They are not edited or changed.



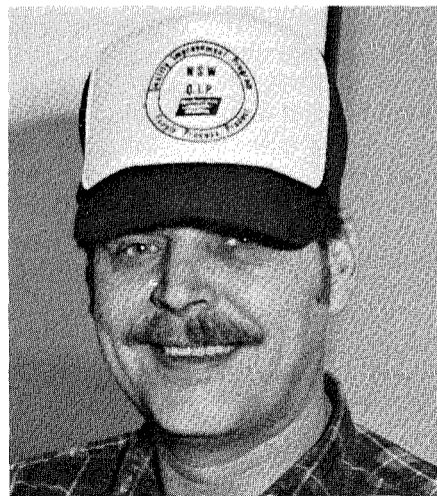
"Looking out for the short range and long range plans of this Company. They should make sure that the Company is looking for new markets and new products and additional ways of doing business. But they shouldn't be concerned with day-to-day operations; however, all board members should be made aware of major problems or catastrophies."

Roy Sheldon
SPC Coordinator



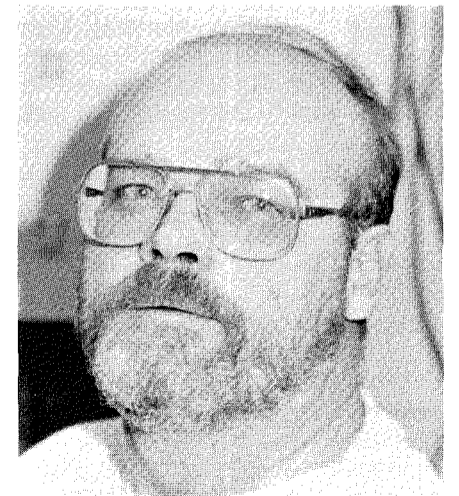
"They should pay closer attention to the quality of steel coming out of the caster for the 24-Inch Mill."

Edgar Weakley
Furnace Stocker



"To point the Company in the right direction; honesty and integrity. You want people on there that are honest with us."

Gary Campbell
Plant 2
Crane Operator



"To be completely honest with us employees. Up until now, I feel it has been alright."

Steve Harris
Dispatcher
Truck Scales

New power lines should reduce outages

Installation of a new 138,000-volt Commonwealth Edison line this August should reduce power outages which occasionally curtail production at Northwestern Steel and Wire Company.

The project will isolate NSW's mill power source from the 34,500-volt line for the Company's electric furnaces. Another benefit is that the new power supply system will not include a line which passes over the roof of the caster area.

The line which now supplies the mills runs ovetop of the caster area, which causes some problems for NSW.

Commonwealth Edison is installing the new line from its Nelson Substation

to NSW's Substation H-71, located south of the Pentagon office. Northwestern will finish the project by installing the second mill line from the East Plant Substation to the West Plant Substation H-71. The pole line will be routed along the north side of the Rock River.

Repeated outages prompted NSW officials to demand separate mill and furnace lines.

System installed in 1971

Commonwealth Edison and NSW completed installation of electrical equipment at the Avenue K Substation in 1971, according to NSW Chief Electrical Engineer, Charlie Bosco.

The substation was designed with two 300,000-KVA stepdown

transformers, owned by the power company. Each transformer is energized by 345,000 volts, supplied from two different sources.

The 345,000 volts are transformed down to 138,000 volts for the rolling mills; a separate winding within the same transformer supplies 34,500 volts for the electric furnace.

"In essence," Bosco said, "we have a dual power supply system at the Avenue K Substation. Either one of the 300,000-KVA transformers has the capability of supplying power to the three electric furnaces — in emergency only. Normally, two electric furnaces and all the mills are supplied by these transformers.

"It is customary to install a dual line system to a manufacturer, if the loss of power would cause severe damage to process equipment or loss of production."

Enough was enough

"In 1986," Bosco recalled, "it happened—Commonwealth Edison's east 300,000-KVA transformer failed. This unit was removed for repairs and a smaller temporary unit was installed, so we would have a dual system to avoid a power black-out. Eight months later, the west Commonwealth Edison 300,000-KVA transformer failed.

"The third failure of Commonwealth Edison's large transformer occurred on Dec. 15, 1987, within two months after being in service. Production was reduced at NSW due to insufficient power to operate at our normal capacity," Bosco recalled.

NSW called an emergency meeting with power company executives to plan a separate mill power source.

The work is now underway, and NSW hopes that power outages soon will be only a distant memory.

Checking the stats

As noted in the February issue of *Owners Manual*, statistics will be published monthly in order to provide employee/owners a yardstick to measure how the Company, and its workers, are doing.

However, a note of caution is in order on the significance of these statistics. As employee/owners on the job at NSW day in and day out, you are aware of the many variables faced in all departments. Therefore, while these statistics provide some measure of performance, they can never reflect the

entire story. Perfection involves the right number of people, and a wide range of steelmaking and product manufacturing equipment and materials working at peak performance.

It remains a goal, and it happens on those "good days;" but, in this imperfect world, it cannot always be achieved.

With this caution in mind, the following statistics, based upon February, 1989, are presented for review.

Northwestern turnaround featured in industry magazine

The amazing turnaround of Northwestern Steel and Wire Company has captured the attention of leading industry magazines. Northwestern and Robert M. Wilthew, CEO and President, are profiled in the Feb. 13th issue of *American Metal Market*.

The same issue predicts that 1989 will be a strong year for American structural steel orders. More factories will be built this year, offsetting a drop in the construction of office buildings, according to the publication.

In an article titled "Turnaround" the magazine talks about Wilthew's background and his role in Northwestern's return to profitability. "A mill man's basics helps in reviving steelmaker," *American Metal Market* declares in its heading.

Getting back to the basics

"Concentrate on the basics and do what you do best," the industry magazine quotes Wilthew as saying, and adds "That formula appears to be working at the 109-year-old steel company. In solving the problems, Wilthew fortunately had a mandate to act, plus 40 years of hands-on experience in the steel industry." The magazine explains Wilthew grew up in Youngstown, Ohio, a city whose very lifeblood long depended on the smoke and fire of its steel mills. In fact, he worked at a steel mill while still in high school and became a dues-paying member of the United Steelworkers of America.

Wilthew later earned a Bachelor of Science degree in Mechanical Engineering from Youngstown State University and his first job was at Youngstown Sheet & Tube; he later moved on to Copperweld Steel in nearby Warren, Ohio. Always remaining close to the rank and file, he worked in the operations divisions of both steelmakers, the magazine notes.

Key element is people

In February 1985, Wilthew moved to NSW as the CEO and President, taking over a company which had started a downturn in 1982, and had heavy monthly losses by 1985. "Survival, rather than expansion, was the order of the day when Wilthew took over," the magazine says.

"In Wilthew's words, turning Northwestern around meant beginning at ground level. Wilthew's empathy for his employees, stemming from his days

in the mill, was a key factor in obtaining the support of the local union, especially for a systematic program of employee participation in business management," the article continues.

The publication also details Northwestern's return to money-making beginning in 1986. Profits reached \$43 million last July, compared to a similar loss just three years previously. Northwestern now ranks as the 12th largest U.S. steel producer, with an annual raw steel output of approximately 2.4 million tons.

The article also touches on the August 1988 leveraged buyout which made Northwestern "a 51% employee-owned company making use of the Employee Stock Ownership Plan. With annual sales of about \$500 million, Northwestern ranks as one of the largest ESOP companies."

With the pending purchase of a closed mill in Houston from Armco Inc., according to *American Metal Market*, Northwestern will expand from its sole base of operations at Sterling, IL, and enter the competitive large structurals market. A modernized Houston plant could add 600,000 tons of annual capacity of wide flange beams up to 24" in width.

American mills now produce only about half of the large structural beams used in the U.S., but Wilthew told the magazine that he believes Northwestern can capture a large portion of that market after the modernization and start-up of the Houston mill.

Biermann gives expert forecast

Wilthew isn't the only Northwestern official quoted in *American Metal Market*. Vice President, Structural Steel Sales, Chuck Biermann, is one of the experts quoted in the publication's story forecasting the construction material market for 1989.

"We see the structural market remaining very good in 1989," Biermann told the magazine. He predicts a 2 to 5 percent drop in consumption, far less than that predicted by other analysts.

The American Institute of Steel Construction in Chicago has already increased the amount of structural steel it predicts will be used in 1989. After an earlier, pessimistic prediction of 3.9 million tons, AISC now believes 4.78 million tons will be used this year and 4.4 million tons in 1990.

	Produced (tons)	Performance to Plan
<u>Primary Department</u>		
Raw Steel	138,732	Not Applicable
Billets Cast	46,952	104.8%
Blooms Cast	55,669	126.2%
<u>24-Inch Mill</u>	32,648	89%
<u>14-Inch Mill</u>	29,242	88%
<u>12-Inch Mill</u>	32,594	113%
	Shipped (tons)	Plan vs. Actual
Total Rod/Wire	20,381	+2306
12-Inch Mill	10,290	+2290
14-Inch Mill	28,440	-3210
24-Inch Mill	27,885	-5465
Semi-Finished	28,737	+4737

COMPLAINTS Wire Division Products

Number Recorded	Reason	By Costs		TOP FOUR COMPLAINTS = 91.69% OF TOTAL
		\$	%	
43	Service	\$4,275	40.57%	
	Order Error	\$3,009	28.55%	
	Scratch	\$1,324	12.56%	
	Shortage	\$1,055	10.01%	

Steel Division Products

Number Recorded	Reason	By Costs		TOP FIVE COMPLAINTS = 74.80% OF TOTAL
		\$	%	
84	Camber	\$23,556	24.50%	
	Order Error	\$18,644	19.39%	
	Price/Freight	\$17,748	18.46%	
	Section	\$17,635	18.34%	
	Customer Error	\$12,005	12.46%	

ABSENTEES

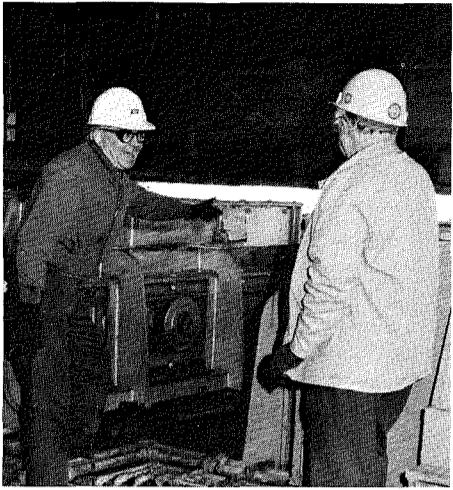
Normal Work Hours	Total Absence* Hours	% Absence to Normal	% Jan, 1989
389,592	26,976	6.9%	6.32%

* includes off until further notice, i.e. workers compensation, sickness and accident, discipline, etc. and general reporting off.

OSHA Recordable Injuries

OSHA recordables are injuries resulting in time loss, sutures or physical therapy needed, industrial illness, etc.	Rate 11.83% Rate is % per 200,000 man hours (100 employees working 1 year)	Rate - Feb., 1988 17.16%
27		

"Freddie" gets new face



Jim Mangan, 24-Inch Mill General Supervisor, talks over the details of "Freddie's" facelift with a representative of Bricmont, manufacturer of the reheat furnace.

"Freddie," the 24-Inch Mill's reheat furnace, was brought back on line on Tuesday, Feb. 14th, after receiving an extensive facelift which incorporated many NSW employee/owners' suggestions. (Freddie was so named for Freddie Krueger, the Nightmare in "Nightmare on Elm Street.")

The furnace returned to service after a 19-day shutdown necessitated by the collapse of the heat zone roof; however, many other alterations were completed as part of the repair work.

Numerous structural and operational improvements suggested by NSW workers were incorporated into the repairs, particularly in the design of the discharge doors and their line shaft lift, roller door guides, discharge wall support beam cooling and the discharge roll-line cooling pipe re-route.

"These all have proven to be a substantial part of the improved performance of the furnace and the increased throughput realized," said Jim Mangan, General Supervisor of the 24-Inch Mill. "We're still experiencing problems," Mangan added. "Therefore, we'll continue to maintain the old West Furnace in operating condition. This will allow us to shut down the new furnace to make the needed hydraulic system modifications and to install new charge curtains."

Mangan praised the ingenuity of his mill's workers. "Our Company has an extensive Employee Involvement Program, and these last three weeks have been proof that our most valuable resource is people and their ideas."

Sailor for a week

A Northwestern employee/owner recently was a "sailor for a week" on board the Nimitz, a U.S. Navy aircraft carrier, sailing with his son from Hawaii to San Francisco.

Roy Woods of the Data Processing Department met his son's ship in Hawaii, and he was one of 800 male relatives of carrier personnel to receive invitations to the one-week cruise.

Woods told the *Owners Manual* that 30-foot waves shook the ship for several days during the voyage. Nonetheless, he quickly found his sea legs. "You learn the right way to walk in a hurry," Woods said.

During the cruise, Woods observed the aircraft carrier in action, watching flight operations, including a simulated air refueling and an air show during which two jets broke the sound barrier

overhead. The roar shook even the mighty carrier. The temporary sailors also watched a missile cruiser firing its 5-inch guns, another impressive sight. About the only thing the visitors didn't see was night flight operations.

Woods was permitted to spend most of each day with his son, Roy Kreider (R.K.), except when the younger Woods was on deck during flight operations.

But the cruise was hardly a lonely time at sea, as the carrier had about 6,500 people on board during the voyage, including the 800 guests.

Young Woods is a 3rd Class AME, working with liquid oxygen, air conditioning and seat ejection systems. Upon discharge from the Navy, the Sterling native plans to attend Southern Illinois University.

Caster Department plays it safe

The Caster Department improved its outstanding safety record in 1988, when 41% of its workers completed the year with zero or one accident. In 1987, 37% of the Caster Department's staff finished the year with one accident or less.

Last year, five workers completed their second consecutive year without a single accident in the Caster Department. They are: Harold Grimes, Charles Dublo, Gary Turney, Doug Karr and Jerry Dunning.

Fifteen others completing 1988 without a single accident are: Marvin Tichler, Ray Albus, Charles Stanfield, Larry Potts, Don Kreiser, Phil Smith, Bud Peska, Ray Calloway, Stanley Williams, Sabino Diaz, Gerry Potts, Dave Attig, Jesus Gutierrez, Bobby Walls and Dale Anderson.

The thirty-one Caster Department workers who had only one accident in 1988 are: Jose Tijerina, Jimmy Mitchem, Richard Kradle, Dave Herbon, Jerry Dir, Jim Anselmo, Elmer Schipper, Tom Beggerow, Dale Laws, Billy Ryan, Perry Ferguson, Clark Slothower, Paul Brenner, Sam Sodaro, Ray Alba, Vernon Smoot.

The group also includes Chris Troye, Gordon Riesselman, Richard Leal, Dennis Anderson, Rick Manon, Loren McCormick, Guadalupe Galvan, Lyle Spaulding, Louie Guerrero, Cliff Golden, Manuel Gonzalez, John Garcia, Delbert Walker, Ken Tabor, Enrique Cavazos.

Owners Manual congratulates these employee/owners on a job well—and safely—done.

Salesman should size up clients

NSW Sales attends seminar

Salesmen need to size up their prospective clients, themselves and their own company before making a sales presentation, consultant James A. Zalud said during a seminar conducted recently at Sauk Valley Community College.

The seminar was attended by Northwestern Steel & Wire Co. Inside Salesmen, Mike Murphy and Mike Dunn, who came away impressed with the Chicago-based consultant's use of psychology in sales.

Salesmen need to know more than their prospective client's name, address and purchasing agent before walking in the door, according to Zalud. The prospect's markets and users, future growth, labor relations situation, image with employees and markets, as well as the names of the receptionist and secretary should be researched by a salesman before he goes calling.

The education, financial status, social qualities, religion, hobbies, and recreational activities of the buyer also should be known to the salesman before the pitch begins.

Zalud advised those attending the seminar to classify prospects by personality type, and plan how to deal with those qualities. For instance, a strategy for the silent type: "To get a

response, ask questions and be more personal than usual." For the skeptical or suspicious type: "Acknowledge his background, stay with facts, be conservative in statements." For the grouchy: "Listen and let him tell his story." For the over-cautious or timid type: "Take it slow and easy. Reassure on every point. Use logic, but make it simple."

Zalud presented a list of subtle signals which indicate the deal is about to be closed. They include the prospect asking about color and other features available, playing with pen or order form, or asking when delivery can be made.

Another aspect of sales some salesmen neglect is getting to know their own products, according to Zalud. He passed out a detailed outline giving those attending the day-long seminar advice on questions to ask about the products they sell.

"Sizing up yourself" was discussed at the seminar. Zalud urged the salesmen to be honest about their own confidence, initiative, cheerfulness, and other qualities and work on strengthening weaknesses. Salesmen also were told to rate their "high anxiety" about sales. Research and self-awareness will help any salesman improve his results, according to Zalud.

Viewpoint asks

... why Rolling Mill Production crews don't get paid average earnings on the downturn when Maintenance does.

According to Phil Droege, Supervisor, Industrial Engineering, Maintenance crews are paid their incentive rate which, in all plants, is based on *weekly* performance and paid for all hours worked during the week.

On the other hand, Rolling Mill Production crews receive Incentive Rate based upon tons rolled on a *per shift* basis. If zero tons are rolled, the performance is at 100%. On shifts when fewer employees are present than the crew figure listed on the Incentive Rates, the rates do not apply and employees are paid day work rates.

The above was a question asked by an employee/owner in the February Viewpoint section. Owners Manual will continue to answer these questions, and any others received, in future issues of the publication.

A full year with nary a sniffle

Thirteen workers in the Wire Drawing Department at Northwestern Steel and Wire Company had perfect attendance records in 1988, according to Department Manager, Cedric Patterson.

Those employees include: Ramiro Garcia, Tom Koch, Larry Slifer, Robert Hammes, Paul Brunk, Vernon Ellis, Clarence Fargher, Leslie Funderberg, Charles Gipson, John Messer, Ronald Ruble, Filemon Sandoval and Mark Smith.

The *Owners Manual* salutes these dedicated employee/owners.

Response to the *Owners Manual* has been overwhelming! If you've submitted something and you don't find it within these pages this month, rest assured it will soon see the light of day.

Best little Pentagon west of the Potomac

Since the Rock River has never been named the Potomac, many people wonder why Northwestern Steel and Wire Company calls one of its office buildings the "Pentagon."

It's an inside joke, or local folklore, according to SPC Coordinator, Roy Sheldon, and has nothing to do with five-star generals, barnacled admirals, or the shape of a building.

Years back, he explained, there was a group of houses on that particular spot on the NSW grounds. The big house on the site was called the White

House — gaining its nickname the same way the White House on Pennsylvania Avenue gained its designation.

When the houses were torn down and new buildings were erected, NSW workers pondered long and hard about what to call the new office for the people who were once lodged in the Company's version of the White House.

Naturally someone suggested the Pentagon, and that was that. It had a better ring than the Treasury or the Library of Congress.

Northwestern crews break shift, day, month and plant records

NSW motto: all for one and one for all

Plant-wide production was at a record-breaking high during January, with shipping logs at 145,584 tons, an increase of more than 1,400 tons over the March, 1988, record of 144,152 tons.

More than a dozen other records were broken in the past few months at NSW, as departments throughout the plant joined in the company's revitalization. With the NSW Production Control/Inventory Control (PCIC) program, it's not surprising that everyone seems to be breaking records these days. After all, each department is dependent on the same flow of steel.

For example, the path begins as quality scrap, acquired by the Purchasing Department, and ends as Shipping sends out products to fill orders placed through the Sales Department. The old days of stockpiling steel and products are over.

The scrap is transformed into raw steel by NSW's furnaces, cast into structurals and rods and turned over to the various finishing departments to be drawn into wire, rolled into coils, cut into nails and twisted into fencing. When the products are shipped out of the plant in record tonnage, the teamwork and the plain, hard work of NSW employee-owners have made it happen. Each record is another link in the chain that anchors Northwestern's future.

Primary Department

A new 24-hour production record was set on January 22nd, when 7,522 tons were produced by NSW furnaces in a single day. Combined semi-finished production was at 158,127 tons in January, beating the November, 1987, record of 153,629 tons.

12-Inch Mill

The new 8-hour record for 3/8-Inch rod, set February 18th by the 11-7 shift, is 535.5 tons. The old record, set January 24th, was 517 tons. Roller, Mike Consuelos; Mill Supervisor, Carl Huffman; and the B Crew get the credit. The January 24th record of 517 tons was set by Consuelos and Huffman

working with the C Crew. Their performance shattered the record of 500.2 tons set on September 14th.

C Crew includes Mike Consuelos, Roller; Paul Moreno, Assistant Roller; Battizar Martinez, Heater; Larry McClintock, Speed Operator; Larry Alvarado, Stocker; Max Alvarez, Rod Train Operator; Larry Janssen, Stelmor Operator; Robert Wolfe, Guideman; Frank Bernal and Lewis Rhea, Mill Builders; Al Wagenecht, Utility; Carl Huffman, Mill Supervisor; Dexter Manning; Charles Hall; and Roy Robbins.

The new 8-hour record for 23/64 rod, set February 17th by the 7-3 shift, is 491.1 tons. The old record, set November 14th, was 457.5 tons. The Roller, Leo Lewis, and Mill Supervisor, Mike Mason, worked with D Crew.

D Crew includes Leo Lewis, Roller; Max Alvarez, Assistant Roller; Dan Dugal, Heater; Bill Bryant, Rod Train Operator; Ray Castro, Speed Operator Learner; Loren Steder, Senior Mill Builder; Benji Martin, Roller Box Repair; Don Deets and Fred Aguilar, Mill Builders; Ernie Smith, Utility; Mike Mason, Mill Foreman; Chester Winfield, Senior Tractor Driver; Mike Terveer, Chester Winfield, Jr., and Cruz Martinez, Finishing Hands, and Deron Hughes, Scrapman.

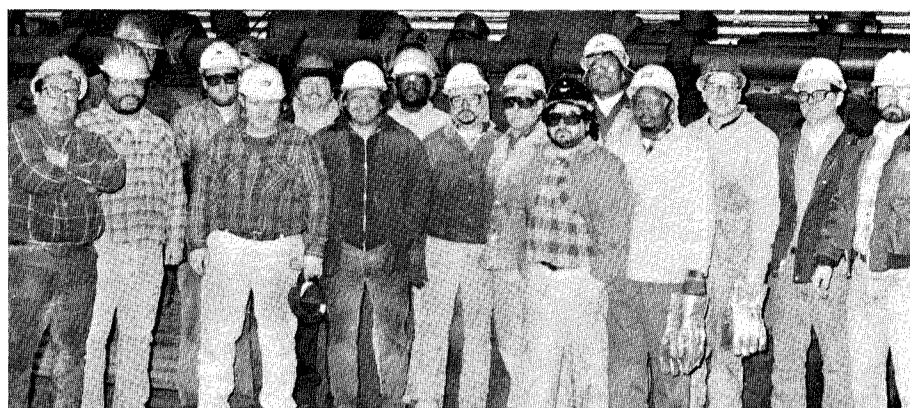
Coiler Department

Michael Cox, working the 11-7 shift, set and broke the 6500 bale tie coiler record on January 14th by producing 125 boxes. He went one better on February 17th with 126 boxes.

Jimmy Weeks, Operator, broke both the 14 Gauge, 1/2-Mile and the 17 Gauge, 1/4-Mile Electric Fence records. On January 24th, he produced 302 spools, 151 boxes, beating the old 193 spools, 96 1/2 box record for 14 Gauge 1/2-Mile fence. The next day, Weeks made 578 spools, 144 1/2 boxes of 17 Gauge 1/4-Mile, beating the old record of 572 spools, 143 boxes.

Nail Packing Department

A 24-hour, three shift production record was broken on January 31st, when the department turned out 328 tons of nails, to put away the old record of 318.8 tons.



D Crew, 12-Inch Mill, set the 23/64 rod record on February 17th.



C Crew, 12-Inch Mill, set the 3/8 rod record on January 24th, which was bested on February 18th by B Crew.



Furnace Department crew members responsible for the 24-hour record-breaking raw steel production on January 22nd when 7,522 tons were produced.

Changes in cleaning house do not cost jobs

Thanks to effective planning, no NSW workers have lost their jobs as the company made changes in the method used to descale and clean rods after production.

A bigger crew was needed in the old process of using an acid to clean, along with a mechanical descaler to knock the scales off the rods.

Northwestern later adopted the use of acid alone, eliminating the mechanical process. The new method also allows the acid to be recovered, reclaimed and re-used.

When Manager of Employment and Salary Administration, Jack Fritz, learned that NSW intended to make the change, he started planning.

Fritz's plan was to eliminate jobs while keeping all the full-time workers who wanted to remain with the com-

pany. Director of Human Resources, Merlyn Bruns, and Manager of Wire Drawing, Dave Erby, helped devise the plan.

Over a three-year period, the De-Scaler crew was gradually cut back, without layoffs. People were re-assigned to other jobs in the mills and retirees were replaced with temporaries. In fact, before the program was completed, NSW hired several new full-time workers for the 18-person crew.

Such foresight and planning is necessary to ensure the future profitability of NSW for its employee/owners.

Owners Manual salutes the efforts of those who worked with Fritz to accomplish this goal.

Safety training and quick thinking save fellow worker

NSW workers aid co-worker in burn mishap

A Northwestern Steel and Wire Company worker was injured on March 2nd when he was badly burned as a result of an unforeseen occurrence at the plant. The fast rescue help by three fellow workers kept the tragic accident from being even worse than it was.

Robert Schmidt was working as a Burner, cutting up scrap with a shotgun torch, when his clothes caught fire. Somehow, oxygen from the torch hose leaked and built up under his aluminized safety jacket, where it was ignited by a spark.

Schmidt pulled off his flaming safety jacket as he ran toward the operator's shack, seeking help. R.G. Lathrop, NSW Truck Driver/Hostler, later remembered what looked like a man carrying a burning rag running toward the shack. Thinking quickly, Lathrop grabbed Schmidt and helped pull off the rest of his burning clothing.

The workers in the operator's shack, John Johnson, 14-Inch Mill Supervisor, and Al Cover, Transfer Bed Operator, called First Aid and rushed to Schmidt's side. As soon as they had extinguished

the flames, the two men applied water gel to Schmidt's burns, as they awaited help.

Schmidt was rushed to Community General Hospital but later was flown by helicopter to St. Anthony's Hospital in Rockford. Hospital officials listed Schmidt in serious condition the day of the accident, but his condition was upgraded to fair the next day. Schmidt has been released from the hospital.

The Company/Union Safety Committee is looking into the accident. Early indications are that the mishap was an unforeseen occurrence and the water gel, already in use at NSW, helped in the initial burn treatment.

Everyone at NSW is hoping for Schmidt's speedy recovery and Lathrop is taking a special interest in Schmidt's progress.

Even though both men have worked at NSW for years, they had never met before the fire threw them together for a panicky few minutes. Lathrop said he's looking forward to meeting the man whose life he, Johnson, and Cover may have saved.

NSW drivers get a 10-4 for safety



Martin Riveria, chosen as "Driver of the Month" for December, 1988, by Ryder Truck, the NSW leasing firm, was honored at the March Safety Awards Breakfast. Jim Naftzger of NSW won the October Award.

Two Northwestern drivers received special recognition at Ryder Truck's district Safety Awards Breakfast in March. Jim Naftzger was recognized for receiving Ryder's "Driver of the Month" award in October, while Martin Riveria was honored for receiving the award in December, 1988.

Riveria's and Naftzger's accomplishments are all the more impressive when you consider that about 1,000 drivers are in competition for the monthly awards.

But the duo weren't the only NSW drivers honored at the Breakfast, which

was hosted by Ryder, NSW truck leasing firm.

About sixty Northwestern drivers received safety awards for their years of accident-free driving. Each year, NSW totals the number of years drivers have been on the road without an accident. Ryder presents three- and five-year accident-free recognition pins to eligible drivers.

Besides presenting the annual safety awards at the March Breakfast at the Rock Falls Ramada Inn, Ryder also conducted an orientation session on the new International 9300 tractor.

National Studies reflect same concerns as NSW

Benefits are costly to NSW & industry

The cost of employee benefits continues to rise, as figures compiled by both Northwestern Steel and Wire Company and the U.S. Chamber of Commerce show. At NSW, Group Insurance expenditures have increased by 5.4% so far this year. The good news is that the figure represents the smallest percentage of increase since 1984.

Still, more than \$6.3 million has been spent in the first half of fiscal 1989 on hospital bills, physician charges, lab tests, x-rays, dental bills, pharmacy charges, and Sickness and Accident Benefits. Last year \$11.9 million was spent on health care benefits by NSW. An estimated \$650,000 will be added to that figure this year.

In 1988, each active employee/owner had to produce \$4,153 in profits to pay for the Group Insurance Benefits enjoyed by the 12,000 active workers, retirees, and family members covered by NSW's health insurance, according to a recent study. By comparison, each employee had to produce only \$1,228 in profits to cover the costs of benefits in 1979, meaning workers must produce 3.5 times as much profit today to pay for benefits as they did ten years ago. This is a very difficult task, since the selling price of NSW's products are nearly the same today as they were in 1979.

Costs can be reduced

Employee/owners can help reduce the burden of benefits costs by reducing length of hospital stays, verifying hospital and doctor bills and questioning expensive testing. Furthermore, simply using generic drugs would save Northwestern about \$150,000 annually, according to estimates. Smart use of the benefits package will help NSW employee/owners pay for the purchase of the company.

National benefits cost also rises

NSW isn't alone in watching the cost of health benefits rise. The annual U.S. Chamber of Commerce study released at the end of 1988 found benefit costs climbed 4.1% last year to an average of \$10,708 per worker.

Manufacturers paid more for health-related benefits than non-manufacturing businesses, largely because that type of business is more likely to employ part-time workers not covered by benefits plans. Manufacturers paid an average of \$3,017 per worker for medically-related benefits in 1987, according to the survey, or 9.9% of payroll.

Primary Metal Industry third

Primary metal manufacturers, such as NSW, ranked third nationally among spending in medical costs per employee, with a national average of \$2,242 in 1987. However, that figure represents a 13.5% drop from 1986, when the average amount spent per worker was \$2,593. (Public utility companies ranked first, spending an average of \$2,410 per employee in 1987, up 16.5% from the \$2,068 average in 1986. The petroleum industry ranked second, averaging \$2,344 per employee in 1987, up a whopping 32.1% from the \$1,774 per employee spent in 1986.)

Employers spending the least on medical and hospital benefits for employees in 1987 include department stores, \$597 per employee, up 11% from the \$538 spent in 1986.

Employee/owners chalk up another great year

As each month passes, dozens of Northwestern employee/owners reach benchmarks in their careers with the Company. On their anniversaries, *Owners Manual*, recognizes these workers, whose dedication to their craft has made NSW one of the nation's great steelmakers.

35 Years

William S. Pursell, 4/19/54, Plant 2 Pipefitters.

Darrell C. Gorman, 4/28/54, Billet Caster.

Darrell E. Kitzmiller, 4/30/54, Nail Department.

30 Years

Dewey D. Gray, 4/9/59, Wire Mill Electrical.

Donald R. Williams, 4/10/59, Electric Furnace.

Gutberto Salinas, 4/10/59, 20-24" Shipping & Finishing.

Ronald R. Lilly, 4/10/59, Electric Furnace Caster Repair.

Bernie A. Zarecor, Jr., 4/11/59, Scrap Yard.

William E. Long, 4/16/59, Plant 1 46-Inch Mill.

Marvin Jackley, 4/21/59, Rock Falls Drawing.

Genaro Zamarripa, 4/22/59, 20-24" Shipping & Finishing.

William R. Stanfield, 4/22/59, Plant 2 Electrical.

John R. Waller, 4/18/59, Caster.

Kenneth L. Farley, 4/24/59, Billet Caster.

William E. Hart, 4/27/59, Plant 2 Crane Mechanics.

Frank Echebarria, 4/28/59, Wire Galvanizer.

Joe S. Judd, 4/28/59, Plant 3 Pipefitters.

25 Years

Stanley A. Calsyn, 4/7/64, Rock Falls Millwrights.

Charles R. Jennings, 4/12/64, Electric Furnace - Brickmasons.

Jack T. Skrogstad, 4/14/64, 14-Inch Mill.

John W. Smith, 4/14/64, Scrap Yard.

Paul W. Fisher, 4/14/64, 14-Inch Shipping.

Alvin F. Slayton, 4/14/64, Nail Department.

Clarence M. Wilkinson, 4/14/64, Plant 2 Millwrights.

Daniel P. Russell, 4/14/64, Carpenter Shop.

Donald R. Millard, 4/14/64, Wire Mill Shipping.

Edward A. Crump, 4/14/64, Bale Tie.

Kenneth E. Johnson, 4/14/64, Electric Furnace.

Ronald K. Hartman, 4/14/64, General Millwrights.

Thomas N. Van Natta, 4/14/64, Central Stores Clerk.

Clifford M. Ortiz, 4/15/64, Billet Caster.

Ervin A. Goodell, 4/15/64, 24-Inch Mill.

George R. St. James, 4/15/64, Plant 5 Millwrights.

James E. Henry, 4/15/64, 20-24" Shipping & Finishing.

H.S. Skinner, 4/17/64, Descaler.

Faustino Baeza, 4/18/64, 20-24" Shipping & Finishing.

Raymond R. Trujillo, 4/18/64, Billet Caster.

Roberto Gomez, 4/20/64, Electric Furnace Brickmasons.

Roger Christ, 4/21/64, Wire Mill Millwrights.

Delvin D. Rajnowski, 4/27/64, Rock Falls Millwrights.

20 Years

Charles W. Dublo, 4/7/69, Billet Caster.

Darrell W. Erickson, 4/7/69, Electro Weld.

John J. Hall, 4/7/69, Plant 2 Welders.

Elmer K. Holloway, 4/8/69, Descaler.

Robert F. McAlonan, 4/8/69, Billet Caster.

Vernon A. Ellis, 4/8/69, Wire Mill Drawing.

Earl T. Rhodes, 4/14/69, Nail Department.

Ezequiel Gallegos, 4/14/69, Descaler.

Paul Moreno, 4/14/69, 12-Inch Mill.

Richard R. Malston, 4/14/69, 20-24" Shipping & Finishing.

Richard L. Gapinski, 4/14/69, Roll Thread.

Ruben Alba, 4/14/69, 46-Inch Mill.

Robert H. Ellis, 4/16/69, Electro Weld.

Anthony J. Cervantes, 4/17/69, 14-Inch Mill.

Mont A. Cessna, 4/17/69, 24-Inch Mill.

Robert A. Hammes, 4/17/69, Wire Mill Drawing.

LaVonne Pennington, 4/18/69, Wire Mill Shipping.

David E. Manon, 4/21/69, 20-24" Shipping & Finishing.

Jerry Echebarria, 4/21/69, 20-24" Shipping & Finishing.

James T. Downey, 4/22/69, Pentagon Chief Clerk - Clerical.

Minnie L. Hale, 4/22/69, Pentagon Chief Clerk - Clerical.

Dennis C. Anderson, 4/24/69, Billet Caster.

Charles E. Renner, 4/27/69, 46-Inch Mill.

Larry L. Rieck, 4/27/69, Plant 5 Inspection.

Edward V. Rios, 4/28/69, Packaging. (1 & 5 lb.)

Bobby Knox, 4/29/69, Trial Crew West.

Ernesto S. Gomez, 4/29/69, Billet Caster.

Jack L. Leaf, 4/29/69, Wire Mill Inspection.

John W. Hess, 4/29/69, 12-Inch Mill.

Douglas A. Knox, 4/30/69, 12-Inch Mill.

Larry A. Stevens, 4/30/69, Nail Department.

15 Years

Dennis W. Alexander, 4/1/74, 12-Inch Mill.

Larry E. Schulte, 4/1/74, 20-24-Inch Shipping & Finishing.

James E. Tomasek, 4/2/74, Nail Department.

Robert W. Ager, 4/2/74, 12-Inch Mill Shipping.

Dean M. Book, 4/4/74, 20-24-Inch Shipping & Finishing.

Leonard F. Harris, 4/5/74, Nail Department.

Richard K. Kicksey, 4/8/74, 46-Inch Mill.

Daniel A. Nuttall, 4/9/74, Conditioning.

Longino Ambriz, 4/9/74, Nail Department.

Raymond G. Johns, 4/9/74, 20-24-Inch Shipping & Finishing.

Merle L. Heckman, 4/10/74, Rock Falls Machine Shop.

Jerry D. Leech, 4/15/74, 14-Inch Finishing.

John T. Jimenez, 4/15/74, 24-Inch Mill.

Darrell L. Bousman, 4/16/74, Billet Caster.

Ronald R. Bruder, 4/16/74, Rock Falls Machine Shop.

William Reyes, 4/16/74, 24-Inch Mill.

Eugene E. Ketchum, 4/18/74, 20-24-Inch Shipping & Finishing.

Gary C. Hinrichs, 4/23/74, Electric Furnaces.

10 Years

Carlos F. Campos, 4/30/79, Electro Weld.

5 Years

Agustin S. Arteaga, 4/8/84, Wire Galvanizer.

Dennis L. Huizenga, 4/9/84, Plant 2 Millwrights.

Arthur L. Williams, 4/26/84, Plant 2 Welders.

Lonnie W. Imel, 4/27/84, Wire Galvanizer.

Kansas firm rates NSW tops

Steel and Pipe Supply is satisfied customer

"We have as many suppliers as anyone in the business," said Paul Van Nostran, President of Steel & Pipe Supply Co., a major building and construction supply house with headquarters in Manhattan, Kansas. "Overall, from all aspects, I'd have to say Northwestern Steel and Wire Company rates at the top of the list. No one is perfect, but Northwestern is about as close to that as anyone we deal with."

NSW has been dealing with the 30-year-old steel products and supply distributor for many years, and Van Nostran said history is on NSW's side. "Northwestern's quality has always been outstanding. We have virtually never had a claim in all the years and the many thousands, or hundreds of thousands, of tons of steel we've purchased from Northwestern."

Price is important

"I'll tell you," Van Nostran said, "a lot of people talk about quality and service and everything. But it's having the ability to compete price-wise that counts most."

"Northwestern steel isn't much different than any other competitor's steel - it looks the same, it's produced the same. So when you get right down to it, it becomes price. Your salesmen have a better chance of getting an order if the price is right. That's your bread and butter." Van Nostran pointed out that NSW's recent production records give salesmen a chance to quote lower prices—more steel produced faster can be sold cheaper.

Northwestern salesmen have been getting orders from Steel & Pipe consistently over the years, with the size of orders growing as the company has continued to grow. Lee Matera is the NSW salesman who currently calls on the company. With home office in Manhattan, Kansas, the company has service centers in St. Louis and in Catoosa, Oklahoma, the port city of Tulsa. Steel & Pipe serves more than 2,500 customer accounts, largely in the five-state area of Kansas, Colorado, Oklahoma, Nebraska and Missouri.

Steel & Pipe Supply is charting a course which will push it past the \$75 million mark in sales in the near future. Its customers include firms in the farm equipment manufacturing, building, construction, steel fabrication, oil and petroleum, transportation, grain storage and agribusiness industries. "Our mission is to supply steel where it's needed—on time and at low cost," the company brochure declares. To

deliver the steel, Steel & Pipe maintains a fleet of 25 tractors and 50 trailers.

Full-line service centers

Steel & Pipe maintains full-line service centers that supply everything from small bars up to wide flange beams and they are one of NSW's major distributors of bearing pile, used in building bridges.

Van Nostran said his firm's largest category of customers is original equipment manufacturers, including many farm equipment makers. "Probably our second-largest category of customers would be fabricators," he continued. "Those are the people who put together frames for small buildings or big buildings, coliseums or shopping centers or what-have-you."

"They actually take our steel and punch holes in it, cut it to length, put clips on it and weld pieces together, then ship it to the job site, where a contractor will erect that fabricated structure."

Steel & Pipe also does business with other distributors and individual contractors.



Paul Van Nostran, President of Steel & Pipe Supply Company, heads the thirty-year-old service center, headquartered in Manhattan, Kansas, with branches in St. Louis and in Catoosa, Oklahoma.



Heading for the open highway, a Steel & Pipe Supply driver delivers a load of products for one of the company's 2,500 customer accounts.

Will-call is not as it may seem

NSW mainly supplies Steel & Pipe with structurals, bar products, and reinforcing mesh, but the company does not handle merchant wire or industrial wire. NSW does business with the Manhattan-based firm largely on a will-call basis, although Northwestern also ships a large amount of product to Steel & Pipe's distribution centers.

"Will-call is just a little bit misleading in that we don't necessarily send Steel & Pipe company trucks over," explains Van Nostran. "We designate certain carriers. So a lot of those fall into the will-call category."

Van Nostran oversees purchasing for the 30-year-old company. Purchasing

Agent, Jim Kelley, buys bars and lighter structurals for Steel & Pipe, while Walter Serra purchases the heavier structurals. They are in daily contact by phone with Mike Quick, the Inside Salesman who services the account.

Anyone from NSW who deals with the company by phone probably knows both of the firm's secretaries, at least by voice. Van Nostran describes both Terry Phillips and Kathy Mattingly as "very loyal," and says Mattingly "talks to Northwestern probably 20 times a day."

"We try to maintain a low profile," Van Nostran remarked. But not with Northwestern. There's plenty of appreciation on both sides."

Electric Furnace improvements lower production costs

The Furnace Department of Northwestern took advantage of a scheduled inventory adjustment downtime recently to improve the lime blower system and add lights.

NSW workers separated the department's old one-line blower system into two lines. One tank feeds Furnace No. 7 and No. 8, while the second tank feeds Furnace No. 6 and will also feed the ladle metallurgy furnace due in 1990.

The advantage in the new setup, according to General Supervisor, Dan Willman, is that bag lime no longer must be used, thus lowering the cost of production.

The downtime allowed the department to use a crane - which is constantly busy during production - to install the new lights. The charge bay in the plant had been pretty dark for a number of years, posing a potential safety hazard for the workers.

Even when production is stopped, NSW employee/owners are working hard!

Retirement in full swing for eight

Eight employee/owners have traveled the long and winding road to retirement, finishing their careers at NSW effective Feb. 1. Their long dedication has helped make NSW an industry leader.

Owners Manual salutes the retirees, and wishes them well in their future endeavors.

40 Years

Wallace H. Hartman, Director of Purchasing

Harold Wolber, Machinist

38 Years

Vinus Williams, Electric Furnace Cranes

34 Years

Dean Pitts, Electric Furnace Cranes
Buford Linn, Maintenance

30 Years

Keith Helms, Electric Furnace

27 Years

Ellis Boehm, 24-Inch Mill

22 Years

Alfred T. Leal, 12-Inch Mill

Fifty million pounds of steel are regularly maintained in the Steel & Pipe Supply Company inventory, including many NSW products.



Pension plan must be fair for all

NSW complies with Section 89

A new federal regulation regarding pension plans is a double-edged sword, according to Northwestern Operations Auditor, Jim Boesen. While Section 89 eliminates discrimination in pension plans, the new law gives companies the cumbersome task of proving they are not in violation.

Fortunately, NSW should have no trouble complying with the new federal law, Boesen said. NSW's accounting firm is now examining the Company's books, and an on-going effort to ensure compliance has begun.

"A lot of companies have better benefits for executives," he explained. "We're lucky because we don't...so we'll have no trouble meeting the compliance requirements. The headache, for all companies, will be coming up with all of the data that federal examiners require to do their testing."

Boesen explained that federal examiners must be shown proof that NSW offers the same type of pensions to all workers. Section 89 stems from laws passed by Congress in 1986 that are only now coming into full effect in 1989.

"I don't think, in our Company, there have been any abuses as defined by this new regulation," said Fred McCloud, Manager - Labor Relations & Employee Benefits. "But in some other companies, there may have been abuses, inadvertently or otherwise; but the new regulations require annual testing for all companies to remain within the compliance rules."

One major effect of Section 89 is a change from a 10-year pension vesting period to a 5-year period, according to Boesen. Of course, every year an employee/owner remains with the Company increases the pension.

Another provision, he added, is a cap on what top executives can receive. In a plan such as NSW's, wages are used to compute the size of the pension, and Section 89 caps income used in pension

calculations at \$200,000. This eliminates potentially large cash payouts for executives, which may come into play upon retirement in some companies. NSW's pension plan does not have a lump sum pay-out provision; therefore, we do not have a compliance problem or a need to revise the pension plan.

The new federal law also prevents firms from granting a mutually-agreed pension, a practice formerly used when an employee was asked to retire and the employee agreed to do so. Now, the same opportunity must be offered to every other worker who has been with the company for the same length of time. (At NSW, employee/owners can retire and start collecting their pension after 30 years with the Company.)

Coopers and Lybrand, NSW's accounting firm, is already looking over the Company's pensions and testing for compliance with the new federal law. Boesen, a member of NSW's Pension Board, recently held an all-day session with the accounting firm. Workers from the Company's Payroll and Human Resources Departments were involved, and NSW records and those of its insurance companies were consulted.

"When we had the meeting with the accountants," Boesen recalled, "we were in very good shape. We follow the steel industry's pension and benefits patterns. While all steel companies' pension plans have not been sound from a funding point of view, NSW's pension plans have been properly funded and conservatively managed." The pension review will continue as part of NSW's on-going program to ensure compliance.

"Once we do the testing the first time, we'll get a system set up with data processing and it won't be as difficult in future years," McCloud explained.

NSW workers get bass to basics

Three Northwestern employee/owners ranked among the area's top bass fishermen last season. The trio of active anglers, among the top-ranking Roc-Ster Bass Club tournament participants, were honored by the club at its recent annual banquet.

Jim Hardt, Shipping Foreman, 14-Inch Mill, ranked highest among the club's 1988 tournament fishermen, while Dennis Hammes, NSW Wire Mill, finished second among club members. Tom Maxwell, an Electrician in the Wire Mill, finished fourth on the tournament trail among Roc-Ster Bass Club members who competed.

An article by *Gazette* Outdoor Writer, Bud Stigall, detailed the awards given the NSW workers at the club banquet. Club president Dick Frasor, Manager, Northwestern 14-Inch Mill, presented the awards. Frasor has been president of the club for 11 of its 15 years. During his keynote speech, Frasor said the club has grown far beyond the organization founded in 1973 by seven avid anglers. Gillette's Sports Store in Rock Falls was the original base of the club.

Membership more than doubled and

more than a million pounds of bass were caught by club members in 1988, making it one of the club's most successful years, according to Frasor.

Competitor's rod tested in wire mill

NSW, in keeping with the standard procedure of many manufacturers, purchased twenty tons of deep drawing 7/32-inch rod from a major competitor. The rod was used in an attempt to produce 20 gauge wire, for purposes of comparison against the same wire made from NSW-produced steel rod. While results of the test are still being analyzed, preliminary reports indicate that the competitive rod simply was not as good as NSW rod quality, according to Dave Erby, Manager, Wire Drawing Department.

Financial Department announces promotions

Three employee/owners in the NSW Financial Department have been promoted, according to Ed Maris, Vice President, Finance.

Marvin B. Albrecht has been named Manager of Taxes and Cash Management, responsible for all federal, state and franchise tax activities, including planning, preparation of tax filings and audits by taxing authorities.

Albrecht also will be in charge of all cash management activities, including the planning for an execution of borrowings and payment of bank loans, the collection of payments from customers and payment disbursement to the Company's vendors.

James M. Boesen is NSW's new Operations Auditor, a post which in-

cludes responsibility for all internal auditing activities and review of all control and supporting procedures of the Company's operations.

He also will continue to administer the financial aspects of all employee benefit plans, including pension, 401k and ESOP duties with the trustee and governmental agencies.

Thomas M. Vercillo has been promoted to Manager of Accounting. The position includes responsibility for the control and preparation of all financial accounting entries and internal and external financial statement requirements to banks and governmental authorities. Vercillo also will be the Company's representative with the public accounting firms and bank auditors.

Bowling tournament tops off season



Mixed doubles champs, Connie Helms and Jim Thurwanger, bowled an aggregate 1,049 for the top cash prize and trophies at the Salaried Workers Bowling Tournament.

Lanny Munz and Gloria Harting recorded the top men's and women's scores during the Salaried Workers Bowling Tournament, while 13 mixed doubles teams literally "cashed in" on tournament prizes. Munz topped the men's scoring honor roll with a 217 game, while Harting led the women with 195 pins.

Harting was one of four Northwestern salaried workers who made the "Strike Winners" list during the tournament. Dave Knutti took the honor twice and Judi Golden and Al Lopez also made the list.

The Payroll Department took departmental high average honors, recording

160.4 pins per game per team member.

First place among the mixed doubles teams went to Jim Thurwanger and Connie Helms, who bowled an aggregate 1,049 for the top cash prize.

The other 12 teams that finished "in the money," in order, were: Kermit Reins and Vella Simpson (1,024 pins); Fred Tintori and Denise Frey (1,002); Ron Szakatits and Gloria Harting (997); Gerry Hunsberger and Marilyn Lowder (986); Bob Benson and Donna Rompf (977); Terry Wike and John Reynolds (945); Paul Lester and Lynn Quinnan (923); Al Lopez and Jeannie Hall (891); Carl Fisher and Ellen Conner (891); and Tom Handel and Kathy Renner (890).

Northwestern Steel and Wire Company
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Sterling, Illinois 61081

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