

The Owners Manual

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

April, 1989

Board Members discuss important issues Pension Board welcomes new members

Northwestern Steel and Wire Company's Pension Board officially welcomed two new members to its ranks at the March meeting.

Richard Vaughn, a Pipefitter at Plant No. 5, and Plant No. 1 Machine Shop Machinist Jeff Hager were named to the Board last December. Both employee/owners were named to the Pension Board by NSW's Board of Directors.

Vaughn and Hager filled vacancies created by prior resignations. One of the seats had been unfilled since August 1987.

Former Chairman of the Board of Directors Peter Dillon held a seat on the Pension Board until his retirement in November 1988. He served as Chairman of the Board until NSW became an ESOP and retained his Pension Board seat until he left the Company.

The other vacancy was created on August 1, 1987 by the retirement of John Conway, who until then served as NSW's Vice President of Finance. Conway's job was filled by E.G. Maris, who already held a seat on the Pension Board.

Director of Human Resources Merlyn Bruns said the appointments of Vaughn and Hager are in concert with the Company's ESOP guidelines.

"In the spirit of employee ownership, two new employee/owners have been appointed to the Board," he remarked.

Board considers issues

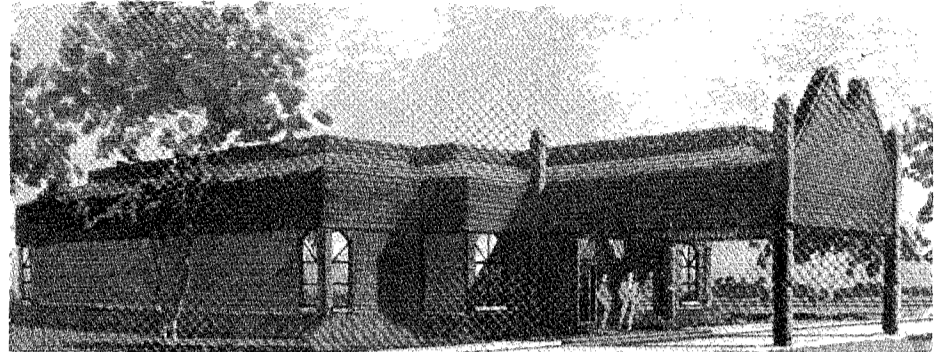
At the March meeting, Board members approved pension applications of eight Plan "A" (Hourly) Employee/Owners; no applications were received from Plan "B" (Salaried) Employee/Owners.

The Plans "A" and "B" are identical in design and benefits available for retirement. Since the Hourly Plan "A" has been covered under a bargaining agreement, federal regulations require the Plans be separated for reporting purposes. The pension trust is singular and the trust funds are commingled for investment purposes.

In other Board action, a pension policy change as the result of passage of Section 89 of the IRS Code, which went into effect in January, 1989 was considered.

Governmental regulations allow cash-out payments of future benefits to separated vested pensioners when this benefit is \$3,500 or less. A change in the law intended to remove discrimination requires the Company to elect to *always* or *never* accept this practice. The Pension Board elected to *never* cash-out deferred vested pensions, which follows past practices.

Vaughn and Hager join Robert M. Wilthew, CEO; Edward G. Maris, Vice President of Finance; Merlyn G. Bruns, Director of Human Resources; and Jim Boesen, Operations Auditor, in bringing the Pension Board up to its full strength of six sitting members.



Architect's drawing of proposed cancer center, to be located on Route 2 between Sterling and Dixon.

\$1.1 million needed

NSW joins efforts to build new cancer center

Cancer is the second leading cause of death in the United States. In the Sauk Valley, which has an older population than the national average, cancer rates are higher than national norms. In 1986, the Valley's two hospitals, Community General and Katherine Shaw Bethea, reported 797 new cancer cases.

Although cancer surgery and chemotherapy are readily available at these fine hospitals, radiation therapy is not. Each year, over 500 Sauk Valley patients must travel to more distant clinics to receive needed radiation therapy, thereby placing an undue burden on the cancer victims and their families.

To meet this need, the two hospitals, with approval of the Illinois Health Facilities Planning Board, have created an independent, non-profit corporation called the Northern Illinois Cancer Treatment Center. NICTC board members have proposed construction of a one-story \$1.7 million treatment center on Route 2 between Sterling and Dixon.

The interior will include office space, examination rooms, and a treatment chamber which will house

a state-of-the-art linear accelerator. "Each of the two hospitals has pledged \$200,000 toward the goal, and we received another \$200,000 from an anonymous donor," said Dr. John McDonnell, Fundraising Co-Chairman with Dr. David Deets of Dixon.

McDonnell added that substantial donations have also been received from two local industries. "We hope to wind up fundraising efforts by May 31," McDonnell said.

NSW is pleased to be part of the fund-raising effort. "We will soon be sending out pledge cards to our employee/owners together with a letter explaining the importance of the new Cancer Center," said Leona M. Richards, Manager, Communications Services.

Also, McDonnell said he plans to meet soon with Union officers and members. "Other key Northwestern personnel have already attended fundraising seminars," he said.

Owners Manual salutes the efforts of NICTC Board members and encourages NSW employee/owners to participate in this important community project.

NSW wins Million-Dollar vendor award

NSW attends Big Bear management conference

Northwestern Steel and Wire was represented at a 1989 Big Bear Farm Stores Inc. management conference held recently in St. Cloud, Minnesota. NSW was one of about 54 vendors whose products were displayed at the three-day event.

"One day was set aside for managers and assistant managers to review products and get new information that might be available," said Assistant Sales Manager Jim Treacy. He and Duane Goetsch, Sales Representative servicing the account, presented NSW's products at the conference.

"Big Bear handles a full line of agricultural products and operates throughout Minnesota, Iowa, Missouri, and Wisconsin," Treacy said. "We are their exclusive vendor

and have been for a number of years."

Recent sales have been so good, in fact, that NSW received a "Million-Dollar Vendor" award. "During the 1988 buying season, we supplied them with \$1 million worth of products," Treacy said, adding that the award took the form of a metal key, representing Big Bear's "key" vendors.

Indications are that sales will continue to climb, Treacy said. At the conference, information was presented on the new Diamond-Weld and Feedlot fencing. "Big Bear placed a sizable order - 1,000 rolls - of Diamond-Weld fence," Treacy said.

Big Bear representatives are also planning a visit to NSW in early May.



Pension Board members (l to r) Merlyn Bruns, Director of Human Resources, Richard Vaughn, 14-Inch Mill Pipe Shop, Jeff Hager, Wire Mill Machine Shop, and Edward G. Maris, Vice President, Finance, confer at a recent meeting. New Board members Vaughn and Hager are members of USWA Local 63.

Viewpoint



"I am opposed to government intervention - let the market dictate its own conditions. Let the economists take care of business conditions and the government take care of its own business."

Neil Hayen
Clerk, 14-Inch Mill



"Yes. They should have restraints; because we shouldn't have to depend on imports. Everything should be made in the U.S."

Joe Rodriguez
Field Fence



"I don't think we need as much imports as we've had in the past. But we should have some imports if we expect to have exports."

Clarence C. Smith
Carpenter
Rewind Shop

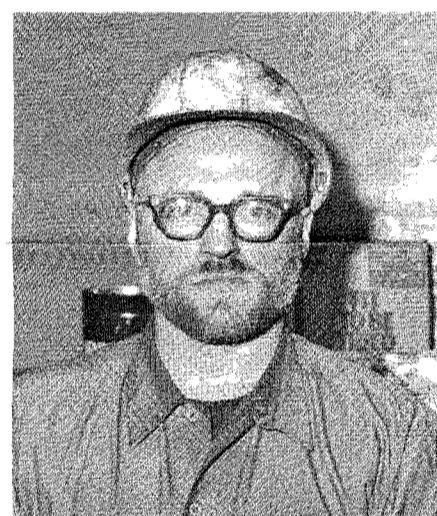


"I believe that the VRA's should stay in effect. We need to take care of our domestic producers first, and I feel the VRA's have helped the comeback of the steel industry."

Mike Quick
Inside Salesman
Steel Division

"Congress will decide if the VRA (Voluntary Restraint Agreement) that puts a limit on imported products/materials will continue or expire. What do you think they should decide...regarding steel and steel-related products?"

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.



"Limit whatever is coming into this country. I'm tired of the garbage that's coming into this country. We are paying loans outside of this country and not getting anything back."

Dale Chandler
Hot Bed Operator
14-Inch Mill



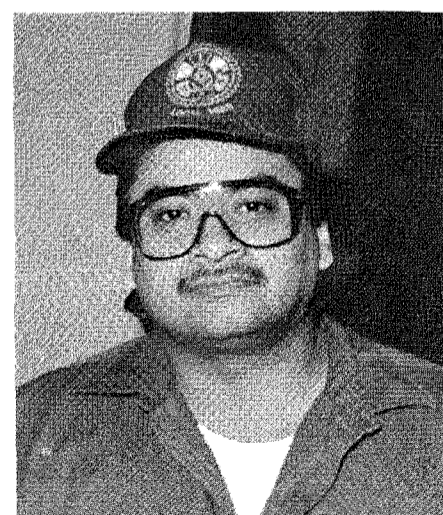
"I feel that the U.S. should put a limit on steel coming in because Congress should help the U.S. by taking care of their own people."

Senon Trevino
Tractor Operator
Electro-Weld



"Until they did cut imports our sales went down and they laid people off. Now that imports aren't as high, we've had more work."

Mark Fowler
Operator
Electro-Weld



"No imports. Because we could lose a lot of business if they (foreigners) sell at cheaper prices. They probably are paying cheaper wages too."

Raul Rodriguez
Reeler
Bale Tie



Checking the stats

March, 1989
PRODUCTION

Department/Mill	Produced (tons)	Performance to Plan
Primary Department		
Raw Steel	131,892	Not Applicable
Billets Cast	54,168	88.4%
Blooms Cast	64,775	102.2%
Wire Division		
Rod/Wire	3,260.0	N/A
Plant 1	10,371.4	102%
Plant 4	6,162.0	98%
<u>24-Inch Mill</u>	38,396	113%
<u>14-Inch Mill</u>	37,626	112%
<u>12-Inch Mill</u>	37,268	115%
	Shipped (tons)	Plan vs. Actual
Total Rod/Wire	25,668	+1,178
12-Inch Mill	11,841	+1,341
14-Inch Mill	39,279	+6,929
24-Inch Mill	36,567	+5,712
Semi-Finished	50,262	+10,262

COMPLAINTS

Wire Division Products				
Number Recorded	Reason	By Costs		TOP FOUR COMPLAINTS = 90.68% OF TOTAL
		\$	%	
65	Service	\$7,290	42.12%	
	Shortage	\$4,063	23.47%	
	Order Error	\$2,812	16.25%	
	Cust. Error	\$1,530	8.84%	
Steel Division Products				
Number Recorded	Reason	By Costs		TOP TWO COMPLAINTS = 88.41% OF TOTAL. TOP FOUR = 91.04%
		\$	%	
85	Price/Freight	\$30,454	46.36%	
	Slivers	\$19,163	29.17%	
	Order Error	\$5,957	9.07%	
	Service	\$4,233	6.44%	

ABSENTEES

Normal Work Hours	Total Absence* Hours	% Absence to Normal	% Feb., 1989
511,848	27,200	5.3%	6.9%

* 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	Rate - Mar. 1988
42	16.41% Rate is % per 200,000 man hours (100 employees working 1 year)	15.61%

Members of the United Agri-Distributors Association tour NSW facilities March 9th.

UADA tours NSW facilities

NSW products and facilities were showcased as about 24 representatives from ten member companies of the United Agri-Distributors Association Inc., of Ft. Wayne, IN, held a meeting in the area March 9th.

UADA representatives spent nearly four hours touring the NSW plant, according to Assistant Sales Manager Jim Treacy, "They called and asked if we could host part of their sales meeting."

"The Wire Products Division Sales meeting had ended that day and we were able to put on our part of UADA's sales meeting with plenty of personalized sales help. We also had the opportunity to include Tom Clementz, Manager of Galvanizing and Agri-Products, Wire Products Division, to answer any questions about production."

The sales presentation was extremely important because UADA members have not purchased NSW products in the past. "They have always purchased from our competitors," Treacy acknowledged.

"That may soon change. This meeting gave us an opportunity to show UADA exactly where we were

coming from as a newly formed ESOP. I feel that UADA members expressed special interest in the new Feedlot Fence. No one else has that type of product, and they thought it would fit right in," Treacy stated.

Although no orders have been received to date, at least one company from St. Cloud, Minnesota indicated they would be switching all future orders to NSW. "It sounds very promising," Treacy said.

A follow-up letter from UADA Executive Vice President Verlin R. Stoller was also positive. "It is obvious your company has made some real progress in recent years. Your 'Employee Owned...We Care... It's our Business' theme is beginning to show," the letter stated. "I'm confident your efforts will be reflected in our business with your company in the coming months."

In addition to Treacy, Tom Clementz, Manager, Galvanizing and Agri-Products, Wire Products Division, Territorial Salesmen Dan Kindle, John Asumendi, Larry Hurd and Ed Sanders, and Inside Salesmen Dan Over and John Tschosik, assisted with the UADA presentation.



Outside Salesmen Jim Gebhardt and Gary Maycher and Dennis Redfield, Manager of Sales, Wire Products Division, stand ready to greet visitors at recent Wheatbelt show.

Wheatbelt show nets record sales

The recent Wheatbelt Show held in Kansas City Missouri, resulted in record bookings in excess of 2,300 tons. The old record was 1,500 tons.

This was the first Wheatbelt show since their management visited and toured Northwestern's facilities and reflects the positive attitude with

which they left.

Northwestern personnel attending the show included Jim Gebhardt, Territorial Salesman; Denny Redfield, Manager of Sales, Wire Products Division; and Gary Maycher, Territorial Salesman.

Three receive promotions

The promotions of three Northwestern Steel and Wire Company employees were announced last month by Company officials.

Gale Moore was appointed Roll Shop Supervisor on March 1st. He formerly worked as a Contour Operator and came to NSW in July 1974.

Dennis Calsyn was promoted to the post of Maintenance Supervisor of the 14-Inch Mill effective March 12. Hired

in February 1979, Calsyn was an Electrician in the 14-Inch Mill.

On March 21, Kermit Reins was promoted to the post of Financial Analyst, reporting to Vice President of Finance E.G. Maris. Before his promotion, Reins was an Accounting Control Clerk. He joined the NSW staff in February 1977.

Both Moore and Calsyn were previously members of the United Steelworkers of America.

*Heimlich maneuver
proves helpful*

Fast-acting employee saves another

During a lunch break on the 11 to 7 shift March 28th, Plant 1 Shipping Department employee/owner Donald Christian began choking as a piece of chicken lodged in his throat. The restriction was severe, virtually cutting off Christian's breathing.

Although he had never used the method before, fellow employee Sammy K. Johnson acted quickly, executing the Heimlich maneuver on Christian. As a result of Johnson's action, the food was dislodged and Christian began to breathe normally once again.

Owners Manual commends Johnson for his fast response, which may well have saved Christian's life.



Joe Norris, Hostler, is dwarfed by one of NSW's new fleet of 31 International trucks. The new trucks replace six-year-old vehicles which had logged an average of 100,000 miles per year.

Eleven retirements recorded in March and April

Eleven employee/owners, with a total of 297 years of service and collective experience at NSW, have retired effective during March and April. *Owners Manual* congratulates these fine individuals for their longstanding contribution to the Company and extends best wishes for a well-deserved retirement.

Retirements effective March 1 include:

34 Years

Clinton Lilly, Electric Furnace Cranes

30 Years

William McClearin, Security
Anthony Lopez, Caster

23 Years

David Kells, Deferred Vested

19 Years

Charles Jacobson, Roll Thread

18 Years

Duane Reecher, Construction Maintenance

10 Years

Edward B. Long, Electro Weld

Those retiring effective April 1 include:

36 Years

Harlan Bell, Roll Shop

34 Years

Donald Bressler, Plant 3 Shipping.

33 Years

Robert E. Bradley, Roll Shop.

30 Years

Joan Wallis, Wire Mill Drawing

Thirty-one new trucks ready to roll

Truck fleet upgraded

Thirty-one brand new International trucks have joined the fleet leased by Northwestern Steel and Wire Company from Ryder Trucking Co.

The new trucks replace six-year-old vehicles which had logged an average of 100,000 miles per year, according to Craig DeWitt, Supervisor of the leased fleet for NSW's Department of Transportation.

DeWitt explained the trucks are used

to make over-the-road deliveries to NSW customers within a 500-mile radius.

The Company delivers its steel products as far west as Oklahoma, south as far as Tennessee, east to points as far off as Boston and New Jersey, and north as far as Minnesota, North Dakota and South Dakota, DeWitt said, adding NSW trucks do not cross the Canadian border.

The reason for obtaining the new International 9300 Conventional trucks is simple, according to DeWitt - NSW's leasing agreement with Ryder was due to expire at the end of April. The last of the new trucks were delivered and put into service in late March.

NSW maintains its own staff of drivers who operate the trucks.

Safety first

Hazardous materials present special problems

Working with hazardous materials can be dangerous; it's important to be aware of the various types in order to take adequate precautions.

Northwestern employee/owners, like workers everywhere are responsible for not only their own safety, but the safety of coworkers. And although NSW takes many steps to protect its workers on the job, the Company can't do the job all by itself.

It pays to learn as much as possible about potentially hazardous materials. The following guide may therefore be helpful.

Toxic materials. At some level of exposure, most chemicals can be tox-

ic. If they enter the body through the nose, mouth or skin, they can make you sick. Fumes, dust and vapors from toxic materials can be especially harmful when inhaled because they pass quickly from the lungs into the blood, thereby allowing the poisons to circulate throughout the body.

Corrosive materials. Strong acids and bases can eat right through other materials - including your clothing. Splashed on skin or eyes, they can cause serious burns. Also, some of these materials can break down into poisonous gases, making them doubly hazardous.

Explosive materials. When exposed to heat or flame, some materials can explode. This category includes flammable liquids and compressed gases.

Flammable materials. Many materials, including solvents and lubricants, fall into this category. Flammable materials catch fire easily, burn rapidly, spread quickly, and give off intense heat.

Reactive materials. When these materials are exposed to air or water, they can burn. Use extreme caution when working with reactive materials; they should be isolated and stored in special containers.

1989 costs up 19 percent

Workman's compensation eats profits

As an ESOP Company, NSW cannot continue to carry departments or products that drain the money made in other areas of the Company, according to Labor Relations Assistant Andy Moore. Often, Workman's Compensation means the difference between profits and losses for a department, Moore contends.

"The Company/Union Joint Safety Committee has been working hard with Plant Managers to identify and correct safety violations," Moore said. In spite of these efforts, Moore said Workman's Compensation departmental charges for fiscal year 1989 are up an average of 19% over last year's figures.

So far this year, over \$540,000 has been charged to departments due to injuries each month. At this rate, according to Moore, injuries will cost NSW a whopping \$6.5 million for 1989.

Moore said containment is possible if all NSW employee/owners do their part to help reduce this potentially serious financial drain on the Company. "Most accidents can be prevented," Moore said. "Safety is everyone's concern."

More steel to be made

Domestic raw steelmaking capability will increase this year to 115.9 million tons, up from 112 million tons in 1988, predicts the American Iron and Steel Institute (AISI). The group

warns that added capability will hurt the industry, especially large mills that compete in the market with mini-mills

From American Metal Market

Employee/owners swing into high gear production

New shipping record beats old NSW record by more than 18,000 tons

NSW employee/owners outdid themselves in March, according to the latest production records. In addition to several operator, team, turn and monthly records being set, mills and plant-wide records set as long ago as 1979 and as recently as January fell by the wayside.

The 14-Inch Mill broke turn, 24-hour, and both monthly production and shipping records during the month of March. The Cleaning House set shift, 24-hour, and monthly records while the 12-Inch Mill broke 8-hour rolling records and their year-old monthly production record.

In the Wire Division, more records

were set and re-set. Of particular note is the spectacular performance of Electro-Weld Operator, Jeff Nelson, who set new one-person records that beat the old records set by two-man teams!

As workers were maximizing production in all parts of the operation, they smashed the old plant-wide shipping record. For March, 1989, combined plant-wide shipping was an amazing 163,617.7 tons, beating the old January, 1989 record of 145,584 tons by more than 18,000 tons.

Owners Manual salutes this great demonstration of dedication and skill by all of the NSW employee/owners.

Nail Packing Department

24 Hour Record	Old Record
March 13, 1989 354.2 tons	Jan. 31, 1989 328.0 tons

14-Inch Mill

Turn Record	Old Record
March 11, 1989 3-11 shift 922.2 tons (flats)	Nov. 18, 1985 902.9 tons

24-Hour Record

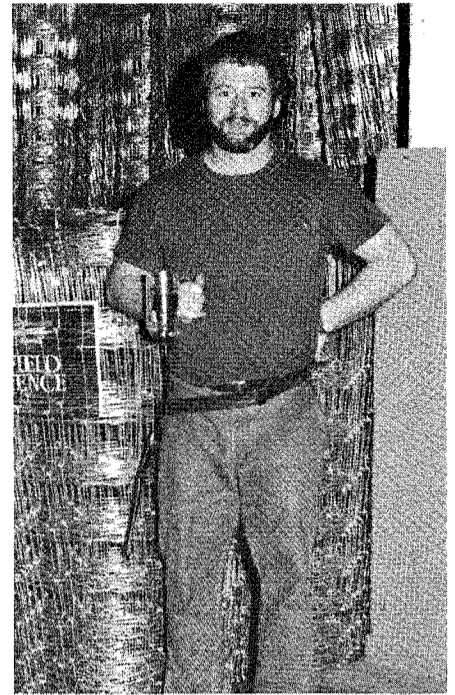
24-Hour Record	Old Record
March 11, 1989 3-11 shift 2,319.8 tons	Feb. 20, 1981 2,244 tons

Monthly Record Production

Monthly Record Production	Old Record
March, 1989 37,625.5 tons	August, 1988 36,765 tons

Monthly Record Shipping

Monthly Record Shipping	Old Record
March, 1989 39,279.3 tons	August, 1988 37,487.1 tons



Curt Dusing, Operator, No. 1 Machine, "toasts" the Field Fence Department's 8-hour record of 88 rolls set March 24th.

More record setting in March

Cleaning House

Monthly Record	Old Record
March, 1989 16,275 tons	March, 1988 15,157 tons

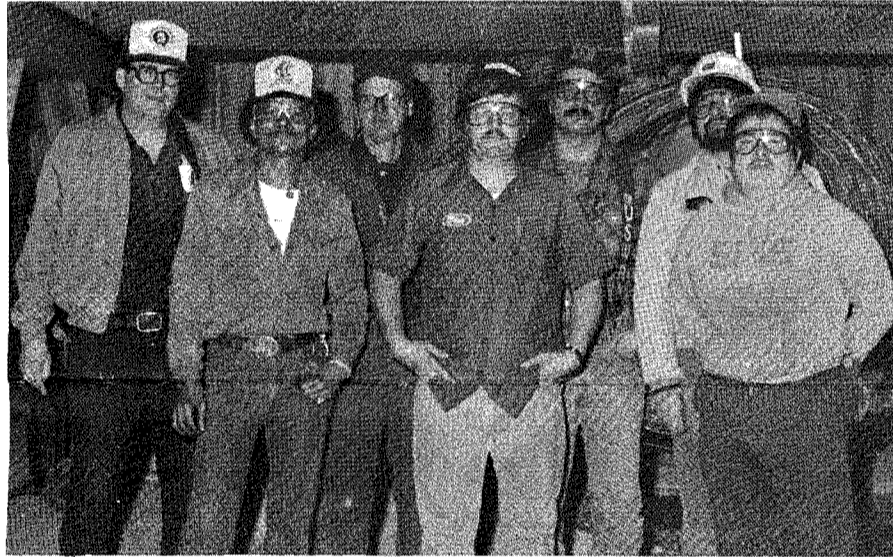
24-Hour Record

24-Hour Record	Old Record
March 12, 1989 683.2 tons	March 3, 1989 637.44 tons

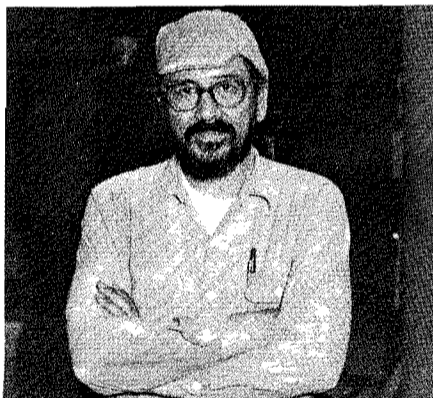
8-Hour Record

8-Hour Record	Old Record
March 12, 1989 317.2 tons	October 14, 1988 254.6 tons

Supervisor, Ted Lightcap; shift Crew Members, David Cummings, William Colon, Joe Garcia, Gilbert Phillips, Ventura Morales, Orlan Ohlwine, and Leo Rodriguez.



Cleaning House production record-breaking crew members (l to r) include David Cummings, William Colon, Joe Garcia, Gilbert Phillips, Ventura Morales, Orlan Ohlwine, and Leo Rodriguez.



Drawing Room production record-breaker Ramon Gonzalez, Sr., Operator of No. 43 and No. 44 Bull Blocks. The 12-hour record of 79,270 lbs. of .246 wire was set March 11th.

Drawing Room

Monthly Record	Old Record
March, 1989 10,380 tons	March, 1987 10,115 tons

12-Hour Record

12-Hour Record	Record first established
March, 11 1989 7 a.m.-7 p.m. 79,270 lbs. .246 Wire	

Ramon Gonzalez, Sr., Operator, running both No. 43 and No. 44 Bull Blocks.

Electric Fence Wire

8-Hour Record	Old Record
March 17, 1989 11-7 shift 513 spools 14 gauge, ¼-mile electric fence wire. Mike Cox, Machine Operator.	Dec. 12, 1988 7-3 shift 506 spools

Galvanized Wire

Monthly Record	Old Record
March, 1989 4,805 tons	March, 1988 4,588 tons

Electro-Weld Department

Shift Record	Old Record
2x4x12½ gauge, 50 ft. welded fabric March 3, 1989 11-7 shift 3,706 feet Jeff Nelson	April 26, 1989 7-3 shift 3,585 feet (2 man operation)

March 9, 1989 3-11 shift 3,756 feet Wally Hartman	March 3, 1989 11-7 shift 3,706 feet Jeff Nelson
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March 9, 1989 11-7 shift 3,856 feet Jeff Nelson	March 9, 1989 3-11 shift 3,756 feet Wally Hartman
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3x2x16 gauge, 50 ft. roll Econo-Fence April 4, 1989 11-7 shift 4,522 feet Jeff Nelson	July 20, 1988 11-7 shift 4,397 feet (2 man operation)
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April 5, 1989 11-7 shift 4,761 feet Jeff Nelson	April 4, 1989 11-7 shift 4,522 feet Jeff Nelson
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2½x2x16 gauge, 50-ft. yard fence. March 17, 1989 7-3 shift 4,793 feet Richard Spotts	Dec. 22, 1988 7-3 shift 4,440 feet (2 man operation)
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6x6x6 gauge, 100 ft. Gal. Feedlot March 17, 1989 3-11 shift 5,442 feet Robert Porter	Dec. 6, 1988 3-11 shift 3,820 feet
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12-Inch Mill

8-Hour Record	Old Record
23/64 Rod March 18, 1989 527.7 tons	Feb. 17, 1989 491.0 tons

Roller, Leo Lewis; Mill Supervisor, Mike Mason; D Crew.

8-Hour Record

8-Hour Record	Old Record
3/8 Rod March 19, 1989 593.2 tons	Feb. 18, 1989 535.2 tons

Roller, Mike Consuelos; Mill Supervisor, Carl Huffman; B Crew.

Monthly Record Production

Monthly Record Production	Old Record
March, 1989 *37,268.1 tons	March, 1988 36,434.1 tons

* According to Dick Reardon of Morgan Construction Co., this sets a new North American record for single strand rod mills.

Combined Mills (12", 14", 24")

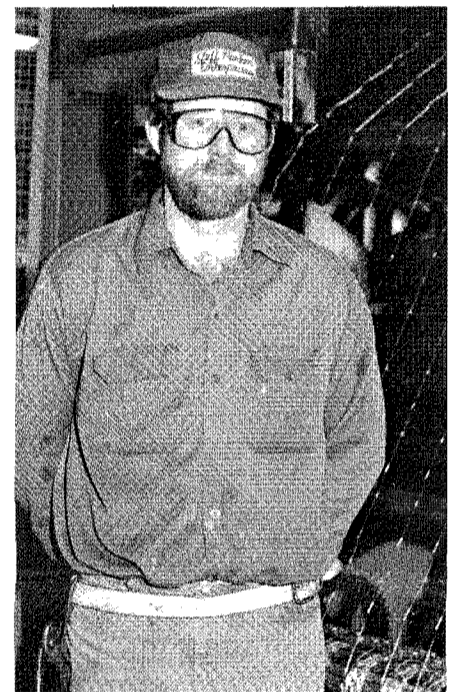
Monthly Record Production	Old Record
March, 1989 113,289 tons	March, 1988 107,131.7 tons

Plant Wide

Daily Record Shipping	Old Record
March 7, 1989 8,741 tons	October 1, 1979 8,066 tons

Monthly Record Shipping

Monthly Record Shipping	Old Record
March, 1989 163,617.7 tons	January, 1989 145,584 tons



John Lewis, Operator, No. 2 Machine. The February 23rd record of 103 rolls broke the 100-roll record set last April 19th.

Field Fence Department

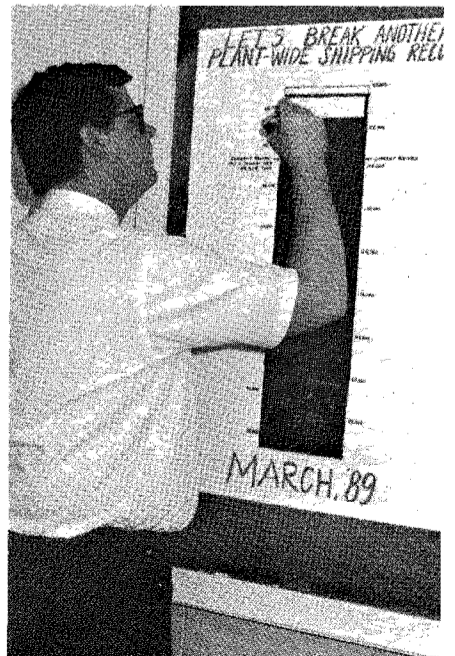
8-Hr. Record	Old Record
March 24, 1989 88 rolls or 26,540 lbs.	Prior to 1986 85 rolls or 25,636 lbs.

47-12-A size fence, 20 rod rolls. Curt Dusing, Operator, No. 1 Machine.

Feb. 23, 1989
103 rolls

April 19, 1988
100 rolls

47-12-B size fence, 20 rod rolls. John Lewis, Operator, No. 2 Machine.



Paul Lester, Sales Planning Supervisor, Steel Division Sales, marks the Sales Department's record-breaking March shipments on a thermometer.

NSW employee/owners celebrate anniversaries

A number of employee/owners will reach career benchmarks in May with Northwestern Steel and Wire. On these anniversaries, *Owners Manual* recognizes the longtime dedication of these valued workers.

35 Years

Edward E. Cushing, 5/7/54, 24-Inch Electrical.

Carl Fitts, 5/8/54, Nail Department.
Hershel R. Stites, 5/10/54, Plant 2 Crane Mechanics.

Robert E. Linboom, 5/26/54, Plant 2 Pipefitters.

30 Years

William E. Porter, 5/1/59, Rock Falls Shipping.

Ronald R. Hay, 5/2/59, Brickmasons, Electric Furnace.

Clarence Porter, Jr. 5/3/59, 24-Inch Welders.

Donald McClerren, 5/4/59, Wire Mill Drawing.

Richard D. Van Ausdoll, 5/5/59, Nail Department.

Vernon R. Atkins, 5/11/59, 12-Inch Mill - Crane Operator.

Lendell Greenwalt, 5/12/59, Plant 2 Machine Shop.

Richard M. Finnicum, 5/12/59, Rock Falls Shipping.

Keith E. Pulford, 5/13/59, Scrap Yard - Switch Crew.

Louis D. Pope, 5/20/59, Electric Furnace.

Alan D. Burkett, 5/26/59, Carpenter Shop.

John E. Kelly, 5/26/59, Carpenter Shop.

Jose P. Duran, 5/29/59, 24-Inch Mill.

Murrell L. Bass, 5/30/59, Rock Falls Drawing.

25-Years

Edward O. Cedro, 5/3/64, Nail Department - Machinist.

Richard R. Whaley, 5/4/64, Carpenter Shop.

Ted W. Swanson, 5/4/64, Wire Mill Electrical.

Merlyn G. Bruns, 5/6/64, Director of Human Relations.

Frank H. Maurer, 5/8/64, Rock Falls Shipping.

William D. Thompson, Jr., 5/11/64, 12-Inch Mill.

Larry L. Hemminger, 5/16/64, 24-Inch Mill - Crane Operator.

Jesse R. Roberts, 5/17/64, Plant 1 46-Inch Mill.

Juan R. Menendez, 5/18/64, 20-24-Inch Shipping & Finishing.

James D. Partridge, 5/19/64, Over the Road Truck Driver.

Franklin L. Bright, 5/20/64, Plant 2 Welders.

Ray E. Claxton, 5/22/64, General Millwrights.

Donald L. Handel, Jr., 5/28/64, Carpenter Shop.

20 Years

Heron J. Salmon, 5/2/69, Wire Mill Drawing.

Benjamin Marquez, 5/3/69, Rolling Mill - Millwrights.

Edward C. Handel, 5/5/69, 12-Inch Mill.

Miles E. Wharfield, 5/5/69, Plant 4 -Millwrights.

Salvadoz Diaz, 5/8/69, 20-24-Inch Shipping & Finishing.

T. James Mangan, 5/12/69, 24-Inch Mill.

Billy F. Ricks, 5/12/69, Plant 5 Millwrights.

Junior L. Foster, 5/12/69, Rock Falls Shipping.

Richard J. Floto, 5/14/69, Billet Caster.

John H. Helt, 5/15/69, 12-Inch Finishing-Bars.

James J. Pugh, 5/16/69, 14-Inch Mill.

Marvin Near, 5/20/69, 46-Inch Mill.

Steven T. Biermann, 5/26/69, 24-Inch Mill.

15 Years

Howard G. Shaw, 5/1/74, 20-24-Inch Shipping & Finishing.

Joseph M. Ryan, 5/6/74, 14-Inch Shipping.

David E. Kulas, 5/7/74, 14-Inch Shipping.

Dwight W. Burgess, 5/13/74, 14-Inch Shipping.

Leonard J. Amesquita, 5/13/74, 14-Inch Mill Electrical.

Raymond C. Schutt, 5/13/74, 20-24-Inch Shipping & Finishing.

Richard F. Koenig, 5/13/74, Nail Department.

Richard L. Vaughn, 5/16/74, 14-Inch Mill - Pipefitters.

Russell L. Slater, 5/17/74, Over the Road Truck Driver.

Mark P. Babin, 5/19/74, Electric Furnaces.

Steven H. Rick, 5/20/74, 24-Inch Mill.

Rodney L. Gruenwald, 5/21/74, 12-Inch Finishing-Bars.

William J. Wagner, 5/21/74, Guards.

Patrick M. Donovan, 5/19/74, Plant 2 Millwrights.

10 Years

James A. Naftzer, 5/16/79, Over the Road Truck Driver.

Donald A. Wypasek, 5/23/79, Mats.

Kim V. Bennett, 5/28/79, Over the Road Truck Driver.

5 Years

Jeffrey Widdicombe, 5/5/84, Nail Department.

Mike P. Shinville, 5/13/84, Labor Pool - Elec. No. 2.

Russell J. Kraus, 5/17/84, Electro Weld.

Luis M. Serrano, 5/25/84, Nail Department.

Increased efficiency is goal

Nail cutting on the move

The Nail Department at Northwestern Steel and Wire Company is on the move as it strives to increase efficiency.

One of the recent developments in the Nail Department includes plans for construction of a soundproof training room. John Reynolds, Mechanical Project Engineer for the Wire Division, explained that it is an idea conceived by Q.I.P. Team No. 2. The team recognized a need for an area within the department to effectively train workers. Presently there are approximately one hundred machines operating in the Nail Cutting Department and they produce a tremendous amount of noise. That situation in the past has made it virtually impossible to train new workers. Reynolds remarked that although ear protectors are standard equipment in the Nail Cutting Department, when you want to talk to someone, you have to yell in their ear.

The new soundproof room will measure 14' x 22', large enough to contain a machine for training purposes.

Other developments in the Nail Department involve moving three sets of nail cutting machines to the east warehouse basement. Reynolds explained that consolidating all of the nail cutting machines in one area will greatly improve the Nail Department's material handling practices. Presently one of these sets (thirty machines) is located upstairs on the second floor, far away from the majority of the nail cutting production. Moving the two sets of machines from upstairs will open that area up for the Shipping Department to utilize as a staging area for loads to be shipped out. "This will increase our capacity to

move the finished product out the door," Reynolds remarked.

The Nail Packing Department, too, is on the move relocating from its present location in the old plant to the 180' x 226' facility built last year. Reynolds explained that updating existing equipment and purchasing some new automated packing equipment for the new facility will greatly improve efficiency.

This is all part of Northwestern Steel and Wire's five-year plan to vacate the 100-year-old facility in a timely manner so it can be razed section by section. Then a new facility can be built on site without disturbing the overall operation of Plant No. 1.



Construction has begun on the soundproof training room in the Nail Department. The new training room will be large enough to contain a machine for training purposes.

NSW seeks team members

United Way sets course for Corporate Olympics

Plans for the second annual Corporate Olympics are on the starting block, according to United Way Chairman Dr. Richard L. Behrendt. This year's big event is scheduled for Sunday, August 6th, at 1 p.m. at Roscoe Eades Field.

Behrendt said last year's event was a huge success, with 14 companies and over 300 individuals participating. "We expect this year's event to be even bigger and better," Behrendt said.

At Northwestern, the search is on for team members whose athletic spirit is willing (even if the flesh is weak!)

Events with male and female divisions include the 50- and 100-meter dashes, 4 x 100 relay, long jump, 5K run, softball throw, target golf, and

tennis. Coed or team events include the mile medley relay, 3-legged race, wheelbarrel race, and volleyball.

"We expect the competition to be fierce in some events," Behrendt said. "Other events are intended just for fun." First place medals and 2nd- and 3rd-place ribbons will be awarded for each event, and the top three companies in each of the two divisions will receive trophies.

Watch for more details on this important event in the May issue of *Owners Manual*.

NSW sponsors cholesterol testing program

Community General Hospital nurses and technicians will be stationed at various Company sites May 15th, 16th, and 17th to conduct cholesterol testing for NSW employees.

The simple test, which takes only 3 to 5 minutes, consists of taking a blood sample via a finger prick.

Tests are scheduled as follows:
Monday, May 15th: Office Annex Conference Room, 9 a.m. to 4 p.m.

Tuesday, May 16th: Office Annex Conference Room, 7 to 10 a.m.; Rock Falls Office, 1 to 4 p.m.

Wednesday, May 17th: First Aid, 7 to 10 a.m. and 12 Noon to 4 p.m.

Owners Manual encourages all NSW employees to take part in this important health-saving testing program.

Rausa and Heckman to address national conference

Two Northwestern Steel and Wire Company employee/owners will be featured at the Association for Quality and Participation's 11th Annual Spring Conference and Resource Mart May 1-4, in Kansas City, Missouri.

Merle Heckman, Wire Products Division Facilitator, and Frank Rausa, NSW Manager of Training and Development, will give a conference workshop on NSW's Labor-Management Participation Teams and Quality Improvement Program.

"The purpose of this presentation," the Conference flyer explains, "is to show how the implementation of an employee involvement program contributed to the survival of a 109-year-old steel company which was on the verge of bankruptcy." The brochure urges conference goers to "learn the successes and failures of implementing an employee involvement pro-

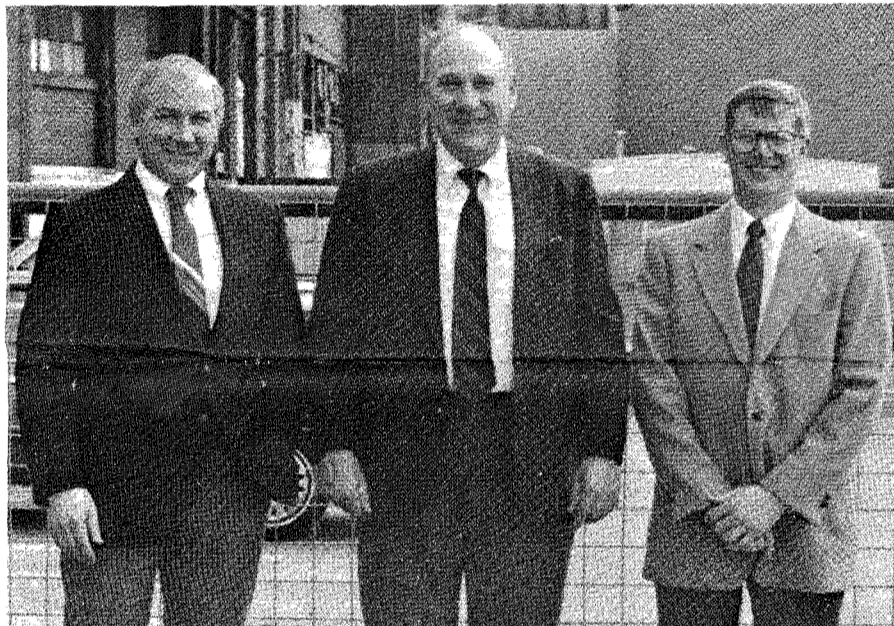
gram under adverse conditions."

The Heckman-Rausa workshop is just one of 30 scheduled during the four-day conference. The two NSW representatives will take a multimedia approach, using visual aids while they talk about the nuts-and-bolts of implementing a worker involvement program. Their workshop is designed to assist companies that already have decided employee participation is desirable. Other workshops will discuss why a company should consider worker involvement programs.

Featured at the Conference will be "Excellence" author, Tom Peters, and noted speakers Peter Block and Rosabeth Moss Kanter. The conference is aimed at helping companies better utilize their greatest resource—people.

Company is NSW's largest purchaser of bale ties

ABC Baling Wire remains Loyal Northwestern Customer



Norman Singer (center), president of the ABC Baling Wire, visits with **Denny Redfield** (l), Manager of Sales, Wire Products Division, and **Dan Over** (r), Inside Salesman, Wire Products Division, during a March 27th tour.

ABC Baling Wire of Weehawken, New Jersey, is the largest distributor of single-loop bale ties in the United States, shipping throughout the United States, and is one of Northwestern Steel and Wire Company's major accounts for this product.

"My wife and I started the business in 1959," said ABC President Norman Singer, "and through a lot of hard work and imagination, we were able to build it up to where it is today."

Specializing in bale ties, baling wire, and accessory products makes the company unique. According to Singer, with most other companies, these products are just a sideline.

ABC began buying NSW products in 1960, at which time Northwestern did not have a distributor in the New York-New Jersey metropolitan area. "Although we had dealt with other large steel companies, I wrote a letter of inquiry to NSW and they sent a representative out to see me," Singer said.

At that time, NSW made clinch-head bale ties, not available elsewhere, according to Singer. "They were also willing," Singer said, "to equalize the freight with that of the East Coast mills."

Last November, the company moved "around the corner" to a brand-new 25,000 square-foot warehouse-

office complex located at 35 West 18th Street. "Basically," Singer said, "our thinking was to make life easier for us." The move has also allowed the company to expand.

Denny Redfield, Northwestern's Manager of Sales, Wire Products Division, recently had the opportunity to visit ABC's new warehouse and office and was very impressed with the new, modern facilities.

ABC carries 82 different lengths and gauges of single-loop bale ties and automatic baling wire and the new facility allows ample room for inventory storage.

Following a visit to Chicago for a family reunion, Singer visited Northwestern's facilities March 27th and remarked, "This is my first visit since 1963."

Did he find NSW facilities had changed since his last visit? "They certainly have," Singer said. "They have put a lot of money into the plant — all for the better."

ABC Baling Wire has remained a loyal Northwestern customer since 1960 and according to Singer they plan to continue their longtime relationship with NSW, because "the service is good and they turn out an excellent, quality product." The Inside Salesmen covering the ABC Baling Wire account are Dan Over and John Tschosik.



Jim Henry, **Don LaFavre**, General Supervisor of Maintenance, and **Mark Brown**, Nail Department, collect buckets of bucks for COVE.

Funds raised for COVE

Bucket brigade spills over

Citizens Opposed to Violent Encounters (COVE), a YWCA-affiliated organization, netted \$1,148 through the generosity of NSW employees last month.

About 30 volunteers including retirees, individuals from the Senior Citizens Center, and members of the Aid Association for Lutherans Branch 273 set up a bucket brigade March 30th and 31st at various Company locations.

The AAL also matched \$100 in contribution funds, bringing the total collected to \$1,248.

COVE is an organization founded to provide shelter and food to abused, battered or beaten women and

children. "This year, there were a lot more clients than usual and funds ran short," said NSW Bucket Brigade Coordinator Bill Boesen.

Volunteers participating in the bucket brigade included:

Alan George, Duane Cardwell, Otis Hudson, Roger Slick, Jim Boesen, Jim Treacy, Orville Davis, Marton Young, Darrell Tousley, Helen Dewey, Elwood Zemke, Mae Zemke, Kenny Wilson, Don Noon, Cliff Gunderson, Martin Ramirez, Orrin Book, Elvin Rock, Virginia Parks, Ruth Croft, Earl Croft, Diane Kelm, Lloyd Good, Jim Wenk, Stan George, Don Bielema, John Reynolds, Jim Henry, Bob Sprungman and Don LaFavre.

Owners Manual salutes these volunteers and commends NSW employee/owners for their contributions.

SPC review for inspectors continues

Fifty hourly inspectors are making good use of downtime, thanks to a series of videotapes used by Roy Sheldon, Northwestern's Statistical Process Control (SPC) Coordinator. The videos provide a review for experienced inspectors and a new lesson series for new employee/owners. After showing each 20-minute video,

Sheldon leads a discussion on that particular topic.

The inspectors started their latest run-through of the mini-tape series in January. Sheldon conducts the seminars whenever the inspectors are idled due to breakdowns or changeovers.

QIP study finds tundish delays costing money

Improvements in tundish transfers could save Northwestern more than \$6,000 per year, Caster Team No. 3 found in its Quality Improvement Program study.

The team includes Clifford Ortiz, David Herbon, Peter Cervantes, Sam Sodaro, Terry Pierce, Walter Wagner, Frank Lopez, Thomas Hand and Ronald Schafer.

The report says in its problem statement: "Tundish skulls need to be dumped in time for the tundish to cool enough for the repair crews to work on them without delay." The team felt the problem was created because of the amount of time it takes to get a tundish from the Caster platform to Tundish Repair. "This delay, possibly causing the Caster to wait for a tundish, could cause lost profit and customers," the team concluded.

During its investigation, the team considered nearly two dozen possible causes of the problem involving machinery, material, manpower and methods. They found that a tundish might sit on the Caster platform for 10 to 15 hours after cooling off.

The team reports, "This time can vary due to skull thickness and if the tundish remains in an area where it will not cool. The stacking of tundish one on top of another in the Caster bay traps heat and lengthens cooling

time."

Other areas of concern included communications and coordination between the ladle crane and Tundish Repair and the Caster and Tundish Repair. The team met with Don Anderson and Diane Cooper from the Industrial Engineering Department and Don Holloway, a crane operator on the ladle cranes, before reaching its conclusions.

Best possible solution

After considering nine possible solutions, the team concluded that the best possible solution is multi-faceted.

Among the recommendations was raising the tundish off the floor, using an elevated area such as the old 46-inch mill roll lines.

The team also recommended a system of communication between Tundish Repair and the Caster building, and a policy of keeping the transfer car emptied and ready to transfer when the ladle crane is available.

Establishment of the new procedures and installation of the equipment would save NSW approximately \$7,560 per year. The team plans to track operations after the report is implemented, to make sure the problem is resolved.

College student interns in England

Stauter studies Parliament procedures

Jeff Stauter, a University of Iowa senior political science major, is one of only ten U.S. college students accepted for a Parliamentary Internship in London, England this summer.

Jeff is the son of John Stauter, General Supervisor, Wire Galvanizing and Agri-Products, Wire Products Division, and his wife Carol.

As a Research Assistant to a member of the House of Commons, Jeff will assist with research, correspondence and constituency casework. Parliamentary interns are typically asked to research local, national, and international issues and write news releases, subject briefs and speeches.

Jeff, who leaves for England May 29th, will live with a host family during his three-month stay. The internship program earns six credit hours. This fall, Jeff will complete coursework toward his bachelor's degree at the University of Iowa.

A stitch in time

Stroke: heeding the early warning signs

Stroke is the number one cause of adult disability in our country today. It is also the nation's number one killer of adults over 70, and the third leading cause of death for adults overall. According to the National Stroke Association, 500,000 to 600,000 people will suffer a stroke this year.

Despite all this, there is good news. First, the incidence of stroke is on the decline as people pay more attention to their health in general, and to high blood pressure in particular - hypertension is a leading risk factor for stroke. Second, by heeding the early warning signs of stroke, more people can escape the disability and death strokes bring.

While heredity and health history - particularly, a history of heart disease or diabetes - may increase the likelihood that you will suffer a stroke, many lifestyle factors are within your power to control.

"The key is taking good care of yourself," says neurologist Richard Lazar, M.D., director of stroke rehabilitation for the Rehabilitation Institute of Chicago. "Have your blood pressure and blood sugar checked routinely, don't smoke, watch your weight, get mild exercise, and don't drink excessively."

Sometimes stroke isn't possible to



NSW Wire Products Inside Salesmen (with backs to camera) hold Hardware Wholesalers Inc. representative "captive" at a recent show.

avoid, but even then, there are often warning signals. The symptoms - dizziness, slurred speech, dimming of vision, particularly in only one eye, weakness or tingling in the arms or legs - call for immediate medical attention. A person may experience a *transient ischemic attack (TIA)*, a sort of "mini-stroke" with temporary effects. The symptoms are the same as those of a full stroke, but the effects are temporary, lasting anywhere from a few minutes to almost 24 hours. Nonetheless, they are not to be overlooked.

A TIA puts you at high risk for a full-blown stroke. If you seek immediate attention, diagnostic tests can determine the exact nature of your problem. Most important, precautions, including medication and lifestyle changes, can get under way. Ignoring a TIA puts you on the road to a more serious attack.

A stroke is a powerful destructive force. It can take away your speech, your mobility, your life. But we can limit our own stroke risk. As a nation, we are seeing fewer stroke victims. As individuals, we should make a personal commitment to maintaining that trend.

Source: *The American Hospital Association.*

Court reporter careers important for daughters of two Northwestern employee/owners

The daughter of one Northwestern employee/owner has been a successful court reporter for five years, while another is currently preparing to enter the very demanding field.

Paula DuBois, daughter of Mary Kay McCue, Employment Supervisor, now covers the Whiteside County/Sterling/Quad City area for the 14th District Judicial System. She has been a court reporter for five years.

Meanwhile, Fred Tintori, Payroll Department, reports that his daughter, Angela, is attending the American Institute of Business in Des Moines, Iowa, to become a court reporter.

The training required for success in the field is extremely intense, both women report. According to Angela, a graduating court reporter must be capable of machine-writing 225 words per minute, with a 97% accuracy, and a big part of the job is translating. "Not surprisingly, only 15% of the beginning students reach graduation," Angela said.

Once on the job, the intensity does not diminish; accurate note-taking and translation are essential. "The tape can be a deciding factor in whether a person goes to jail or remains free," Paula said. "It can even be a matter of life and death."

Northwestern's own computer whiz

A Northwestern employee/owner, Jim Browne, is the proud owner of a bonafide computer prodigy. Fifteen-year-old James Browne of Sterling is currently in his first year at the prestigious Illinois Mathematics and Science Academy (IMSA). His career goal is a degree in computer science-engineering, and he now competes as a member of IMSA's nationally-ranked computer team.

Browne is one of only 141 applicants accepted by IMSA this year, the third year the academy has been in session. Browne's class of 1991 is the smallest class the institute has admitted.

The young computer whiz is the son of Jim and Mary Pat Browne of Sterling. His father is a Maintenance Supervisor in Northwestern's 12-Inch Mill.

"He's very gifted," Jim Browne said of his son. "We always tried to present him with an inquisitive environment, encouraging him to ask questions and taking the time to give him answers."

The boy attended Sterling Public Schools and completed his freshman year at Sterling High School before he was accepted at IMSA. His SAT scores and recommendations from teachers won him the right to attend the academy.

A customer says thanks

We all like to think we put our best into our work and Northwestern employee/owners take pride in the Company's accomplishments. However, everyone appreciates a pat on the back now and then. Recently, a satisfied customer took the time to give that pat on the back by sending a note expressing his views on NSW's performance.

"Dear sir," the letter begins.

"Hi there. I'd like to take a minute to tell you about your company. Sir, you really have good supplies. Your supplies are something a man can count on when a job has to get done-when there isn't anything that can go wrong. Thank you again for good supplies. Sir, if you can, could you send me one of your Company caps. Thank you (signed)

Johnny Pike, Siloam Springs, Ark."

Any customer is a valued customer, and any customer who takes the time to write deserves a reply. Manager of Communications Services, Leona M. Richards, replied:

"Dear Mr. Pike: Thank you for your recent letter, complimenting Northwestern's wire products. It is always gratifying to hear from a customer who uses and appreciates the quality of our products. We are happy to enclose one of our Company caps in appreciation of your testimonial of the products manufactured by Northwestern. Rest assured that we will continue to manufacture products of the highest quality and introduce new items to our already extensive line. Thanks, again, for your letter. Very truly yours, Northwestern Steel and Wire Company."

If you're ever in Arkansas, look for Johnny Pike. He's the one wearing a Northwestern cap - and wearing it proudly.

IMSA is a boarding school, just outside of Chicago, created by the Illinois Legislature three years ago to give advanced, intensive academic training to the state's top technical students. Most of the cost of tuition and boarding is underwritten by the state.

Jim Browne said his son is flourishing at IMSA. Besides his regular studies, he is doing extracurricular work in computer science at the Argonne National Research Laboratory, near IMSA.

The Sterling youth is also the number three man on IMSA's eight-man computer team, which is ranked among the nation's elite. Computer teams compete by writing programs to solve problems. Their solutions are graded on the basis of ingenuity and use of computer processes.

While at Sterling schools, Browne was a three-time regional computer competition champ.

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