

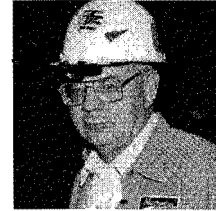
## A LOOK INSIDE



**NSW worker participates in church building**  
See page 6.



**Retiree holds on to NSW pride**  
See page 3.



**Caster role is critical**  
See page 8.

# The Owners Manual

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

September, 1989

*Trinity Industries first wide flange customer*

## Houston nets 200 ton order

Although production of wide flange beam at Northwestern Steel and Wire Company's new facility in Houston is over eight months away, the company has already received its first order for 200 tons of the product.

The order was placed by Trinity Industries Inc., Structural Steel Division, Dallas. Larry L. Lay, Vice President of Purchasing at Trinity, said his company requested the order as a "show of good faith" to confirm Trinity's intent to remain a Northwestern customer.

"Trinity has been in business for

103 years and has done business with Northwestern for the last 26 years," Lay said. "We placed the first order because we want Northwestern to know we will continue to buy steel from them because they're a good company."

Trinity Industries was one of the builders of the former Armco, Inc. structural mill in Houston. When the plant first opened, Trinity placed the first order. On June 22, Northwestern purchased 182 acres of the Houston facility; and to show their appreciation to Northwestern, Trinity will

again be the first customer when the Houston facility is reopened.

The dollar value of the order will be established closer to the time of production. However, Ray Bauer, NSW's assistant manager of sales, Steel Division, estimated it will be between \$75,000 and \$100,000.

"From a sales standpoint, we're in the process of developing the manner in which we're going to sell the steel," Bauer said. "We're arriving at the terms and conditions of sales to best service our customers."

Bauer added that Northwestern will

be using its current sales force and manufacturer's representatives for the project. "We'll be putting a greater emphasis on selling the product to the structural steel fabricator while at the same time continuing to work closely with Northwestern's traditional service center industry customers," he noted.

The total cost for the purchase and modernization of the new Houston facility will be \$60 million. Northwestern will begin annual production of a projected 600,000 tons of (See HOUSTON, page 3)



**Ray Bauer**, Assistant Manager of Sales in NSW's Steel Division, is pictured above with a framed copy of the first order received for wide flange beam, a product that will be produced at the Houston facility.

## Scrap baler repairs save over \$100,000

Northwestern will save more than \$100,000 per year by using a repaired scrap baler in the 12-Inch Mill, according to a QIP report presented by the 12-Inch Mill PCIC Team.

The renovated baler, which cost \$9,500 to repair, will virtually eliminate derailments caused by loose scrap and the need to have Miller Compressing prepare 12-inch scrap, the team concluded.

D derailments caused by the 12-Inch Mill scrap cost the company \$62,352

per year and NSW paid Miller Compressing \$52,886 annually to process scrap from the mill.

The PCIC team includes co-leaders "Boots" Bonneville and William Duncan, co-recorders Carlos Chavira and John Henson, and members J.J. Hussung, Ginge Sharp, Ron Gruenwald, Richard Lancaster, Thomas Wessels, Steven Bohms, Ronnie Hanabarger and Gary Campbell.

The 13-month study also devised (See BALER, page 3)

*NSW takes pro-active approach*

## Environment is prime concern

Monitoring environmental concerns is an ongoing process at Northwestern Steel and Wire Company, according to Dale VanDeVelde, Manager of Engineering Environment and Raw Materials.

"We have all kinds of environmental programs going all the time," he remarked, explaining that NSW is one of the more progressive firms in the U.S. when it comes to protecting the environment. As a result, some of the steps taken by the company have saved millions of dollars.

One of VanDeVelde's constant worries is keeping up with the latest regulations handed down by the Environmental Protection Agency and Illinois Pollution Control Board. He explained NSW takes a "pro-active" approach to state regulations by monitoring bills in the Illinois House and Senate. The company sends experts to testify during hearings held by both bodies concerning pending legislation and hires lawyers to fight against legislation so restrictive it could cost jobs. "We comment on all environmental regulations as they go through the House

and Senate," VanDeVelde noted.

Acting on the theory that there is strength in numbers, VanDeVelde became chairman of the Illinois Steel Group, a coalition of 11 firms which acts as a watchdog over the state legislature. He called the coalition a "dynamic group" which

**"We are constantly looking at all discharges to see if we can eliminate or reduce environmental hazards by continuing to update our systems as we go along -- we're always looking for the guy with a better mousetrap."**

had only five members until VanDeVelde took the reins. VanDeVelde said the "pro-active" activities consume about 25% of his time.

The bulk of VanDeVelde's time is taken up by devising new and better methods of reducing the company's impact on the environment.

For instance, Northwestern was the first steel mill in the country to

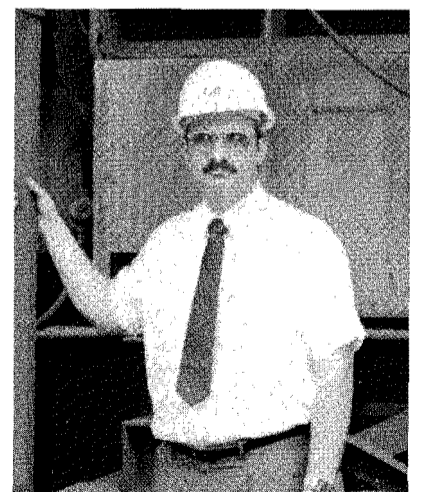
install an onsite system to dispose of electric furnace scrubber sludge in accordance with all rules and regulations.

The new system also saves the company an estimated \$4.5 million annually. NSW spends about \$2.5 million per year to dispose of the black soot from the mill's smokestacks "scrubbed" out of the air. Off-site treatment and disposal of the sludge would cost about \$7 million per year, according to VanDeVelde.

VanDeVelde pointed out NSW is currently recycling 98% of the water used in its plants, which is greatly reducing the firm's discharge impact on the Rock River. "We are constantly looking at all discharges to see if we can eliminate or reduce environmental hazards, by continuing to update our systems as we go along," he commented. "We're always looking for the guy with a better mousetrap." Improvements are sought from both employee/owners and outside consultants and salesmen, VanDeVelde added.

VanDeVelde has worked for NSW for 17 years, the last 10 in full

control of the company's environmental programs. During that time, he's helped found the Illinois Environmental Regulations Group, (see ENVIRONMENT, page 5)



**Dale VanDeVelde**, Manager of Engineering Environment and Raw Materials at NSW, takes a proactive approach to state regulations by monitoring bills in the Illinois House and Senate.

# Viewpoint

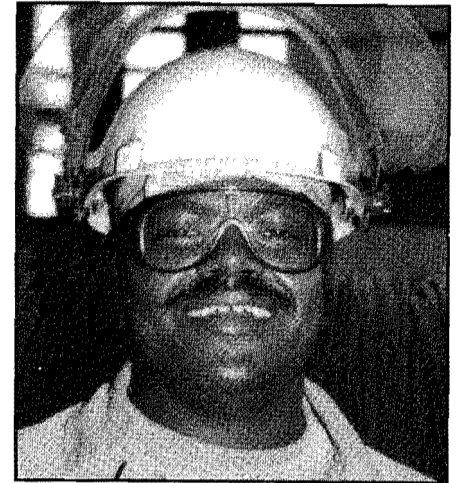


*"I am very excited about our first year. I think we've made great strides and I was very happy with the first stock valuation."*

**Joanne Minson**  
Executive Secretary  
Wire Products Division

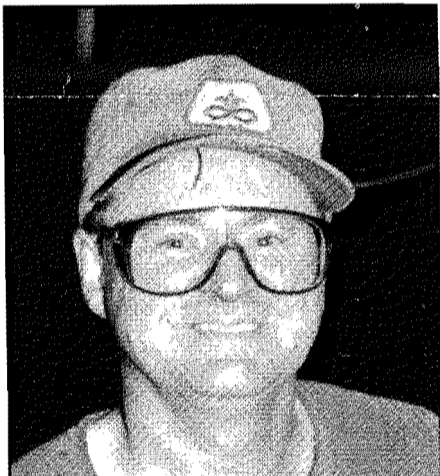
**"How do you feel about our first year as an ESOP and about our first stock valuation?"**

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.



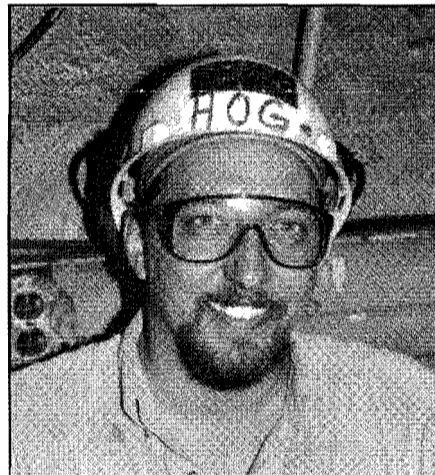
*"I feel excellent about it. If everybody can keep up the good work, the company can make money. I'm happy. I hope we do as good the rest of the years as we did the first year."*

**Chester Winfield, Jr.**  
Finishing Hand  
12-Inch Mill



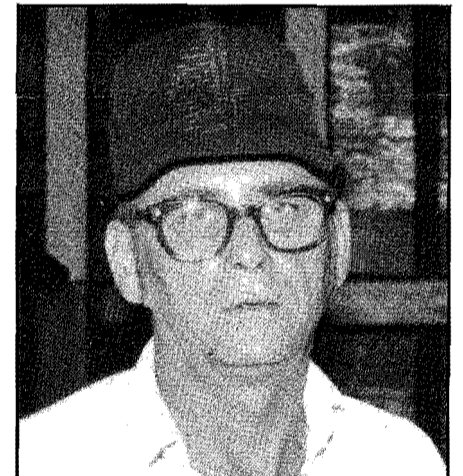
*"I'd like to have the money back from the cuts we've taken. I'd trade that for the ESOP."*

**C.J. Watson**  
Adjuster  
Coiler Department



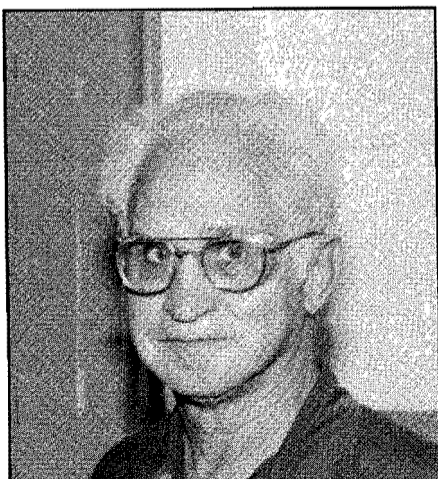
*"I don't like the ESOP at all. All they do is paint a pie in the sky and I haven't got my piece of the pie yet and I'm tired of waiting."*

**Marian Fortune**  
Loader  
24-Inch Mill



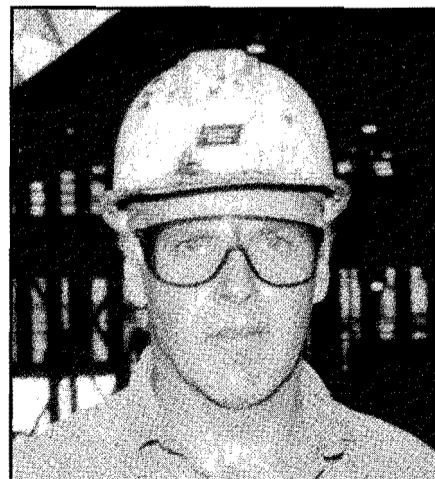
*"I don't think much of the ESOP program or the stock valuation. I voted 'no' for the ESOP."*

**Don Reed**  
Shipping  
Plant 4



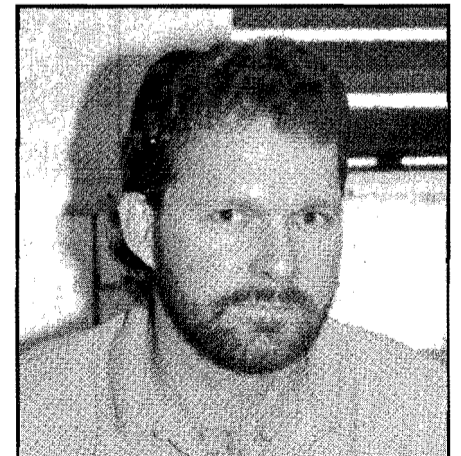
*"Seems like it's going to be a good deal. The stock seems to be going up."*

**John Devine**  
Janitor  
Plant 4



*"The smoke hasn't cleared yet. Let's wait awhile."*

**Gary Brown**  
Roller  
12-Inch Mill



*"They've told us our shares are worth \$27/share, but we don't know how many shares we've got. So how do you know what you are getting?"*

**Jim Kinney**  
Inventory Clerk  
14-Inch Mill

## Scherbinske is model worker

# Retiree displays 12-Inch Mill at home

The Sterling home of Northwestern retiree Ed Scherbinske sits about a mile from the Plant, just out of sight. But Northwestern is never far from Scherbinske's thoughts.

Scherbinske has fond memories of his 30 years with the company. So fond, in fact, that he keeps some of those memories in his basement.

In his home, Scherbinske proudly displays a model of NSW's 12-Inch Mill, a model he built himself. He began building the model shortly after he retired in 1980, and it's as complete as his memory can make it.

For instance, there is a sliding glass door in the upper part of the building which only the overhead crane operators can reach. Just beyond the 12-Inch Mill model, Scherbinske displays a miniature truck scale, placed to duplicate the geography at

NSW. Model steam engines, replicas of the ones once used at the company, sit nearby.

Scherbinske built the basic Mill first, then added details such as the truck scales, a railroad line nearby with three carloads of billets and a gondola car loaded with coil, and water towers made from Cool Whip containers.

Scherbinske's display is not strictly a reflection of the way things are. He's also made a few changes. For in-

stance, he duplicated NSW's large sign on the popsicle stick gate, instead of deeper in the Mill yard where it sits in real life. "Seems to me this is the way it ought to be," he explained. "The way they have it, nobody can see that sign unless they're inside the Plant." And, instead of the Rock River, a wide green lawn borders Scherbinske's 12-Inch Mill.

Word of the display leaked out, and it has become quite popular locally. It was recently featured on the local "Rock Island" television show. "I had to repaint my basement stairway three times because they (visitors) wore out the paint," Scherbinske chuckled.

However, Scherbinske isn't content to rest on his laurels. "I try to keep adding to it," he said. "I've been saving

stuff to make a model of the 46-Inch Mill, but I don't think I'll be able to now because the 46-Inch Mill is gone already. I can't go in there to see if my memory is right."

Scherbinske hasn't set foot inside the NSW gates since he retired, but he's eager to visit. "I'd sure like to go through there - I'm especially interested in the older parts of the Plant," he said.

The model isn't Scherbinske's only remembrance of his days at Northwestern. Everywhere he goes, an NSW sign is prominently displayed in the back window of his car. And, a company jacket is contained in a special display at his home. "I'm very proud of Northwestern," Scherbinske explained.

## Houston

(Continued from page 1)

wide flange beam and is expected to become the largest supplier in the United States.

In addition to the refurbishment of the wide flange beam mill in Houston, a jumbo beam blank caster will be constructed in Northwestern's Primary Department in Sterling at a cost of approximately \$25 million. The company's three casting machines will make the Sterling facility the world's largest casting shop.

According to President and CEO Robert M. Wilthew, Northwestern's annual sales are expected to reach \$1 billion within the next few years, and Bauer projects at least \$225 million of that figure will be generated from the Houston plant. Last month, the company ended its fiscal year with nearly \$525 million in sales and production of nearly 1.6 million tons of steel and wire.

### Eye care for you

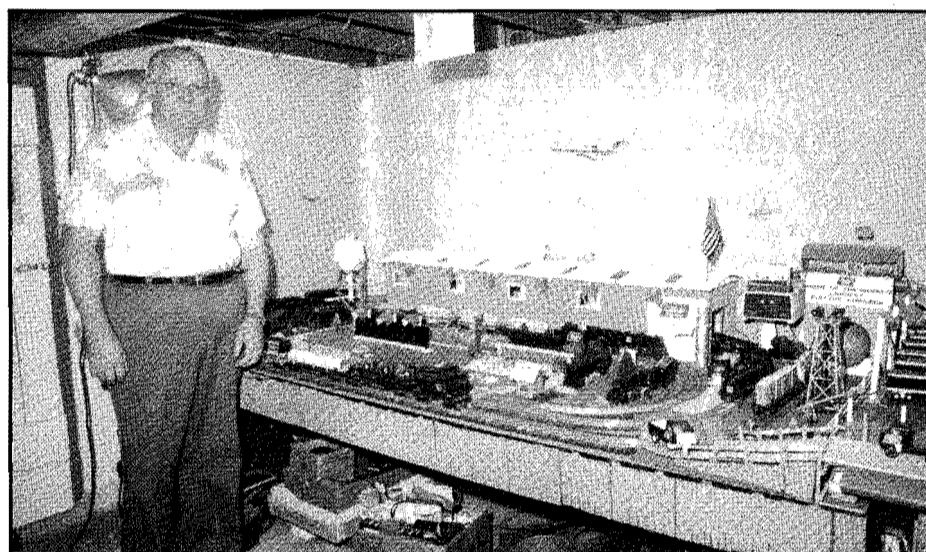
Your vision is precious and irreplaceable and can be saved by wearing your safety glasses.

**You lose an arm** -- and can substitute an artificial limb.

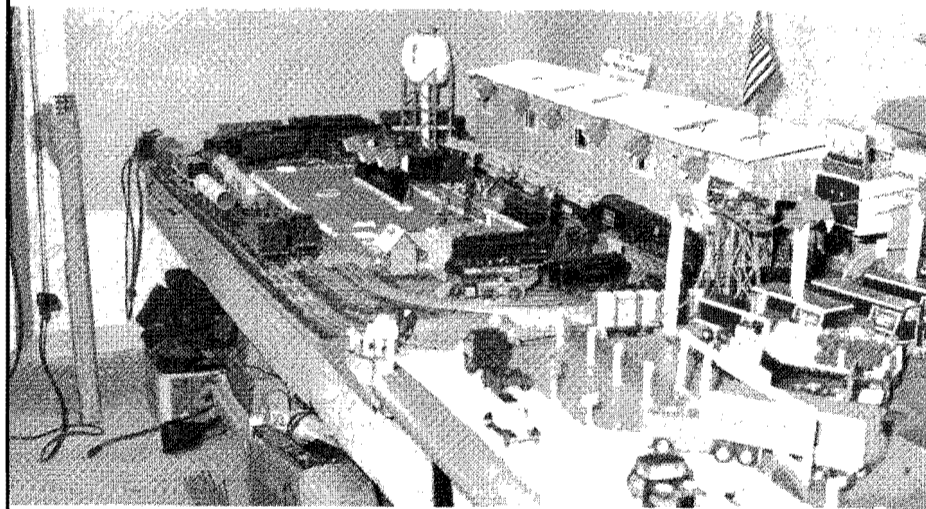
**You lose a leg** -- and can use crutches to help you walk.

**You lose an eye** -- and you have lost the window to your soul. There is no substitute and you are doomed to everlasting darkness.

"Wear your safety glasses!"



Ed Scherbinske of Sterling, a Northwestern Steel and Wire Company retiree, proudly displays a model of NSW's 12-Inch Mill which he began building after his retirement in 1980. He also displays an NSW sign in his car and a company jacket at his home.



A model of the 12-Inch Mill at Northwestern, built by Ed Scherbinske following his 1980 retirement from the company. In addition to the basic Mill, Scherbinske has included special details plus a few changes he'd like to see.

## Donations still needed to boost SVCC grant

Sauk Valley Community College has a unique opportunity to participate in a Federal Program which, if successful, would provide long term benefits to the community.

Karen Kylen, Director of Planning and Development at the college, reported that Sauk Valley Community College is one of only 33 schools in the nation selected to participate in the program.

Government projects often share the responsibility for success with the local community through matching

funds, usually dollar-for-dollar. One dollar raised locally is matched by a dollar furnished by government grants.

However, Kylen revealed that a special arrangement for this project will allow each dollar raised locally to generate three additional dollars, not just one. The college is seeking \$125,000 from the local community which will, in turn, generate a \$500,000 endowment grant to the school. The school will then be able to use one-half of the income earned by the endowment each year with the remainder required to be reinvested in the endowment.

At current interest rates, it is anticipated the fund will grow to \$1.2 million in 20 years. At that time the college will own the fund free and clear. The earnings from the endowment are earmarked for scholarships, instructional equipment and other special needs.

Sauk Valley Community College is an important part of the community. Northwestern's employee/owners and their families have benefited greatly from the presence of this community college in the area, and now local residents have an opportunity to not only say thank you, but to have this thank you multiplied by four.

A tax deductible donation to the Sauk Valley Community College Endowment Fund before the March 15, 1990 deadline will provide funds for the college and its students, now and into the 21st Century.

Pledges should be forwarded to Sauk Valley Community College, Illinois Route 2, Dixon, Illinois 61021. Checks should be made payable to Sauk Valley Community College Endowment Fund.

### Another coiler record smashed

Gerald Fowler of the Plant 1 Coiler Department has broken nine records since the beginning of the year. Most recently he broke his own record in the same week by producing 546 spools of 14 gauge, 1/4 mile electric fence wire on machines 17 and 18. The record was broken August 9 on the 3 to 11 shift. The old record, also held by Fowler, was set August 7 when 517 spools were produced.

Fowler broke an additional record on August 11 when 384 spools of 17 gauge, 1/2 mile electric fence wire were produced, also on machines 17 and 18 in the Colier Department at Plant 1 on the 3 to 11 shift. The old record was set by Mike Cox on January 10 when he produced 381 spools.

*Owners Manual* salutes Fowler for his ongoing accomplishments and a job well done!

## Baler

(Continued from page 1)

standard operating procedures for the scrap baler.

The team noted scrap piled on the floors often resulted in accidents, including an average of two to three derailments per month which cost NSW nearly \$3,000 each in repair bills.

Furthermore, one crew laborer spent about 15 hours per month cutting and picking up scrap that fell off cars and caused derailments.

The study also noted scrap was "taking up much-needed room in the 12-Inch Mill Shipping Department." The scrap baler was needed to process scrap for the Furnace Department.

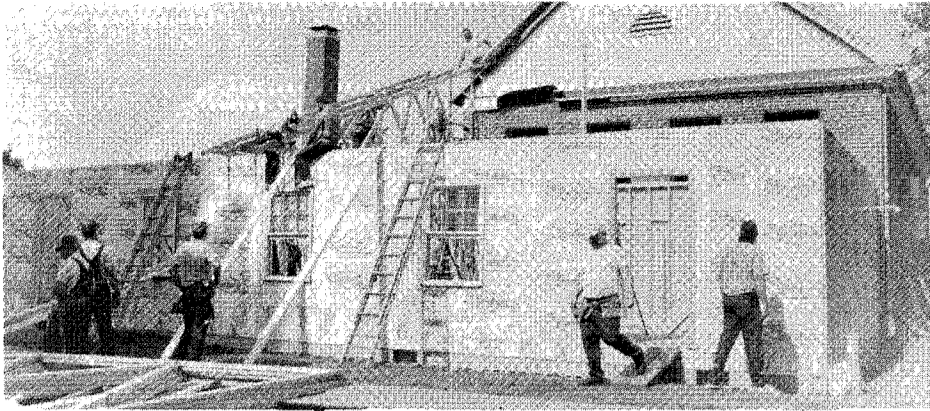
An old baler was found at the post plant, the study explained. Gary Ege and Larry White were consulted about modifications to the baler,

which was taken to the Weld Shop, where a new basket was designed and some gears and bearings were replaced. A hydraulic system was installed to slide and unload the basket.

The repaired baler was installed at the west end of the new hot bed, where scrap comes off the conveyer, the report explains. Scrap hot rings that can't be compacted can be transported to this area by crane.

The report also included SOPS for both the scrap baler and a manual compactor, which will be required reading for anyone using the devices. A video also must be viewed.

The team will check with the scrap yard to determine if any scrap goes to Miller Compressing and how many tons go directly to the Furnace Department.



Charlie Gipson, an NSW employee/owner, recently spent a week-long vacation in Rock Port, Missouri to help build a Baptist Church as part of the Bold Missions Trust Program of the Southern Baptist Convention.

## Gipson takes time for church building

For NSW employee/owner Charlie Gipson, giving up one's vacation is a small price to pay for helping others. Gipson devoted a week's vacation time in May to help build an addition to a Baptist Church in Rock Port, Missouri. He joined 30 other men

from six states on the project. The group is known as the Bold Missions Trust Program of the Southern Baptist Convention and their goal is to help churches with construction in order to keep costs down. The men receive no wages for their work. "They fed us and gave us a place to sleep," recalls Gipson, who is inventory Clerk in the Drawing Department.

Besides helping a congregation in need, he says he also enjoyed the fellowship between all who worked on the project. "We get together from all over, and I like meeting the different people."

Besides the group that came in to help, some members of the host church, Rock Port Baptist, assisted with construction. The project was made all the more worthwhile by the fact that all the workers combined, could come from all different walks of life and still share a common bond.

This is the second time Gipson, who has worked at Northwestern for almost 20 years now, has participated in the church-building program. Two years ago he helped to construct a full-size church.

And will he do it again? "I'll do it again...as long as there's a place to go," he says.

### A word of thanks

Owners Manual and Northwestern Steel and Wire Company personnel extend their deepest sympathy to the family of Sharon Long, a cancer victim whose husband, Walt, works in the Galvanizing Department. Mrs. Long died July 25th.

Special thanks have been offered to all those who contributed to the collection for Mrs. Long which was taken up July 18 at all NSW plant gates.

The collection totaled \$1,480 and sincere thanks go out to all who helped, especially Larry Rosenberg, Wire Division; Bill Boesen, Steel Division; and retirees Jim Parks and Elwood Zemke for obtaining volunteers from Good Neighbors, Senior Citizens and St. John's Luthern Church.

### Concept garners interest

## QIP Teams receive national attention

Northwestern's highly successful Quality Improvement Program is attracting the interest of an increasing number of companies seeking to implement similar programs of their own.

"Almost every month someone is asking about our program," reports Larry Miller, QIP/LMPT Manager, who fields inquiries from companies throughout the United States and beyond.

In July, NSW was visited a third time by officials from Manitoba Rolling Mills, a Canadian company attempting to set up a similar employee involvement program. The first two visits, one last fall and the other in February, were made by company management. The group returned July 24th, this time accompanied by union officials. As part of their visit, the six-member Canadian team discussed details of the program with their NSW counterparts.

Miller explained that while Manitoba's proposed program will be similar to Northwestern's, its design will be unique in order to meet that company's specific needs.

In addition to Manitoba, NSW was also visited recently by Richard W. Goularte, Personnel Manager for W. Silver Inc., a steel products company based in El Paso, Texas. Goularte reviewed NSW's QIP first-hand and said he will compile a detailed proposal for his company's CEO.

When setting up an employee involvement program, Miller noted, the key ingredient is "commitment" from top officials and the workforce. But, he stressed, it is not a management program—it is a worker's program.

As of July 31st, 474 employee/owners of NSW were actively participating in the QIP, and statistics show the program works. Not only have safety and other worker concerns been successfully addressed, but projected annual savings for Fiscal Year 1989 are estimated at \$2.9 million.

Northwestern includes details of its QIP in programs presented during conventions around the country, which is how many of the outside inquiries have been generated, Miller said.

### State leaders applaud NSW

## Congratulations again!

Letters congratulating Northwestern Steel and Wire Company on completion of its first year as an ESOP have continued to filter into the Owners Manual (see the

August issue for others). The following kudos were received from United States Senator Paul Simon and State Representative Richard A. Mautino.

PAUL SIMON  
ILLINOIS

COMMITTEE:  
LABOR AND HUMAN RESOURCES  
JUDICIARY  
FOREIGN RELATIONS  
BUDGET

United States Senate  
WASHINGTON, DC 20510

Dear Friends:

It has come to my attention that Northwestern Steel and Wire Company will soon celebrate its first year as an employee-owned Company.

I want to personally congratulate each and every employee on this significant accomplishment. I am sure your success is derived from the dedicated efforts of the employee/owners.

I wish you continued success for years to come. Keep up the good work!

My best wishes.

Cordially,

Paul Simon  
U.S. Senator

230 S. DEARBORN  
KLUCEVSKI BLDG., 38TH FLOOR  
CHICAGO, IL 60604  
312/353-4952

3 WEST OLD CAPITOL PLAZA  
SUITE 1  
SPRINGFIELD, IL 62701  
217/492-4980

8787 STATE ST.  
SUITE 212  
EAST ST. LOUIS, IL 62203  
618/398-7707

250 WEST CHERRY  
ROOM 116-B  
CARROSDALE, IL 62901  
618/497-3653



ILLINOIS  
HOUSE OF REPRESENTATIVES

Richard A. Mautino  
STATE REPRESENTATIVE  
74TH REPRESENTATIVE DISTRICT

Dear Employees/Owners,

I would like to take this opportunity to congratulate all of the employees who have worked so diligently and provided the dedication and common sense in making Northwestern Steel & Wire Company, the most successful ESOP in the State of Illinois.

The 2800 employees/owners can certainly be proud of their production levels and successful financial condition. The production records that have now been surpassed, I believe have exceeded everyone's expectations.

We are all hopeful that the recent purchase of the structural mill in Houston, Texas will be beneficial to Northwestern Steel & Wire and all of their employees/owners. The confidence that the employees have placed in their ability to produce and market steel products under the Northwestern Steel & Wire Label, will be a bench mark for any other ESOP.

The first year is always the most difficult. Cash flow problems normally occur and production estimates are very seldom accomplished. All of the employees/owners of the Northwestern Steel & Wire can take great pride in their successful endeavors and most certainly are to be congratulated on the most rewarding year that a company of the size and structure of the Northwestern Steel & Wire, could envision.

Once again, congratulations on your past successes and I wish you the best in your future endeavors for continued financial and personal satisfaction.

Sincerely,

RICHARD A. MAUTINO  
State Representative

RAM/spl

Enclosure

CAPITOL OFFICE:  
STRATTON OFFICE BUILDING  
SPRINGFIELD, ILLINOIS 62706  
(217) 782-0140

DISTRICT OFFICE:  
330 WEST DAKOTA STREET  
SPRING VALLEY, ILLINOIS 61362  
(815) 664-2717



The people of the State of Illinois  
award this  
Certificate of Recognition

To: Management, Administration, Labor & Steelworkers of  
Northwestern Steel & Wire Company

In honor of: Your First Year as an Employee-Owned Company  
August 1, 1989  
Congratulations & Best Wishes



ATTEST:

Representative Richard A. Mautino  
Illinois General Assembly

Says "new attitude" spells success

# Harvard professor praises Northwestern

"Companies that are interested in improving labor-management relations would do well to study Northwestern," said Dr. Arnold Howitt, associate director of the Taubman Center for State and Local Government at Harvard University.

Howitt, who is currently working on a five-state study of labor-management relations programs funded by state governments in Illinois, Ohio, Pennsylvania, Kentucky, and Michigan, visited Northwestern in

June.

"Northwestern hit very hard times and has come back, and labor-management cooperation has played a big role in that recovery," said Lori Clark, Manager of the Illinois Office of Industrial Training and Labor Management Cooperation, who suggested that Howitt visit Northwestern. "It's also been an important part of cost-savings and increased production," Clark added.

The Harvard professor had great

things to say about NSW's labor-management programs. "We were impressed with Northwestern in that you've given quite a bit of thought to promoting labor-management cooperation," he remarked. "We saw a very dedicated group of (QIP/LMPT) facilitators who've given the program a lot of serious thought."

Howitt spoke particularly of a "new attitude" that has developed as a result of facing and overcoming adversity. "It's an evolutionary process which has produced goodwill, hard work, energy and clear thinking," he said.

NSW seems to need little help from outside agencies such as state-run

labor-management relations programs, Howitt stated. "These (labor-management cooperation) programs tend to be very individual, but it seems Northwestern is an excellent example of a program that has developed successfully," he noted. "You've found things that seem to work well for you."

According to Clark, Northwestern is "the number one location in the state" for labor-management cooperation. Clark offered a straightforward explanation for the success of Northwestern's QIP/LMPT programs. "You've got a bunch of swell guys up there," she said.

## Sixteen benchmarks tallied in October

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

### 35 Years

Paul E. Landis, 10/4/54, Machine Shop.

### 25 Years

Gary A. Martin, 10/12/64, Draftsman-Pentagon.

Henry J. Stauter, 10/13/64, Wire Galvanizer.

### 20 Years

Barry L. Tillman, 10/6/69, Rock Falls Machine Shop.

Donald G. Dever, 10/6/69, Millwrights.

John W. Teske, 10/27/69, Wire

Galvanizer.

DeWayne E. Aude, 10/28/69, Nail Department.

Robert C. Hunter, 10/28/69, 24-Inch Mill-Crane Operator.

Eugene O'Neil, 10/29/69, 14-Inch Mill-Shipping.

### 15 Years

Harry D. Houpt, 10/14/74, Wire Mill Machine Shop.

John L. Slonneger Jr., 10/21/74, Plant 5 Electrical.

### 5 Years

Freda M. Last, 10/1/84, Accounting.

Daniel E. Willstead, 10/16/84, Electric Furnaces.

Estela G. Highland, 10/16/84, Nail Department.

Jaime Morua, 10/24/84, Nail Department.

## Five workers reach retirement August 1

Five NSW employee/owners with an accumulated total of 163 years of service, have retired effective August 1. *Owners Manual* commends these individuals on their longtime dedication to the Company and extends best wishes for a happy and productive retirement.

### 39 Years

Rafael Rios, Crane Operator

### 34 Years

Donald Hollaway, Cranes.

### 33 Years

William G.A. Cox, 14-Inch Mill Crane Mechanic

### 29 Years

Bernie Zarecor, Crane Operator

### 28 Years

Arthur Pursell, Weld Shop

## NSW Brickmason named Realtor of the Year

Dave Allen, a Brickmason at Northwestern, has been selected 1988 Realtor of the Year by the Whiteside County Board of Realtors.

The award, which is based on work with the Whiteside County Board of Realtors plus community involvement, was presented recently by Bill Cahill, President of the Illinois Association of Realtors. The presentation was made at an awards dinner in Springfield, Illinois with more than 350 people in attendance.

According to Allen, who has been at Northwestern for 21 years, this is

"quite a prestigious" award. "I was proud to represent the Whiteside Board of Realtors," he commented.

Allen received his broker's license in 1986 and is associated with Pat Bridges Realty in Rock Falls, Illinois. At Northwestern, he served as a Shop Steward for 15 years. He has served as both Vice President and President of the Whiteside Board of Realtors and is on the Board of Directors of the Sterling-Rock Falls Bowling Association and the Young American's Bowling Association.

## Environment

(Continued from page 1)

an organization of companies whose 38 members monitor relevant legislation and regulations. Northwestern is also a member of the Illinois Chamber of Commerce's Environmental Committee and the Steel

Manufacturer's Association.

"If you spread out the activity, you get a better job done for less money," he remarked, explaining NSW's participation in the various organizations.

## Checking the stats July, 1989

### PRODUCTION

Department/Mill	Produced (tons)	Performance to Plan
<b>Primary Department</b>		
Raw Steel	141,676	74%
Billets Cast	73,133	104.5%
Blooms Cast	52,264	79%
<b>Wire Division</b>		
Rod/Wire	3,009.2	N/A
Plant 1	9,181.0	95%
Plant 4	5,903.3	100%
<b>24-Inch Mill</b>	31,273	98%
<b>14-Inch Mill</b>	25,389	95%
<b>12-Inch Mill</b>	35,563	102%
	<b>Shipped (tons)</b>	<b>Plan vs. Actual</b>
Total Rod/Wire	22,065	+ 55
12-Inch Mill	12,480	-1,020
14-Inch Mill	20,017	-4,033
24-Inch Mill	27,415	-4,360
Semi-Finished	41,043	+13,543

### COMPLAINTS

Wire Division Products			
Number Recorded	Reason	By Costs	TOP FOUR COMPLAINTS = 75.42% OF TOTAL
		\$ %	
51	Service	\$9,886 36.49%	
	Order Error	\$4,830 17.83%	
	Vendor defect	\$2,925 10.80%	
	Shortage	\$2,790 10.30%	
Steel Division Products			
Number Recorded	Reason	By Costs	TOP THREE COMPLAINTS = 84.2% OF TOTAL
		\$ %	
89	Price/Freight	\$31,173 55.93%	
	Cust. Error	\$ 9,614 17.25%	
	Order Error	\$ 6,145 11.02%	

### ABSENTEES

Normal Work Hours	Total Absence* Hours	% Absence to Normal	% June 1989
394,075	25,992	6.6%	6.42%

\* 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 -July, 1988
42	18.11% Rate is % per 200,000 man hours (100 employees working 1 year)	24.70%

## SPORTS

# NSW scores high in Olympics

Hats off to this year's participants in the 2nd Annual Corporate Olympics who captured not one, but two team championships.

Northwestern took second place overall in the 34-and-under class of Division 1 and third place overall in the 35-and-over class. Division 1 included companies with more than 150 employees.

Northwestern's team was comprised of 44 participants who competed in 14 events, five of which were co-ed. The August 6th event was staged at Roscoe Eades Field, and NSW team members brought home two impressive trophies and a host of medals and ribbons for individual events.

Team and individual winners are as follows:

#### Men's Tennis

Frank Aguilar, second place.

#### Volleyball

Team of Leah Anne Stutzke, Terry Wike, Annette Thompson, Diane Cooper, Jeff Conboy, Craig DeWitt, Tom Sondgeroth, Adam Olson and Denny Fritz, fifth place.

#### Wheelbarrow Race

Team of Tom Beien and Marianne Johnson, third place; Team of Lonnie Fisher and Kari Jacobs, fourth place.

#### Water Balloon Toss

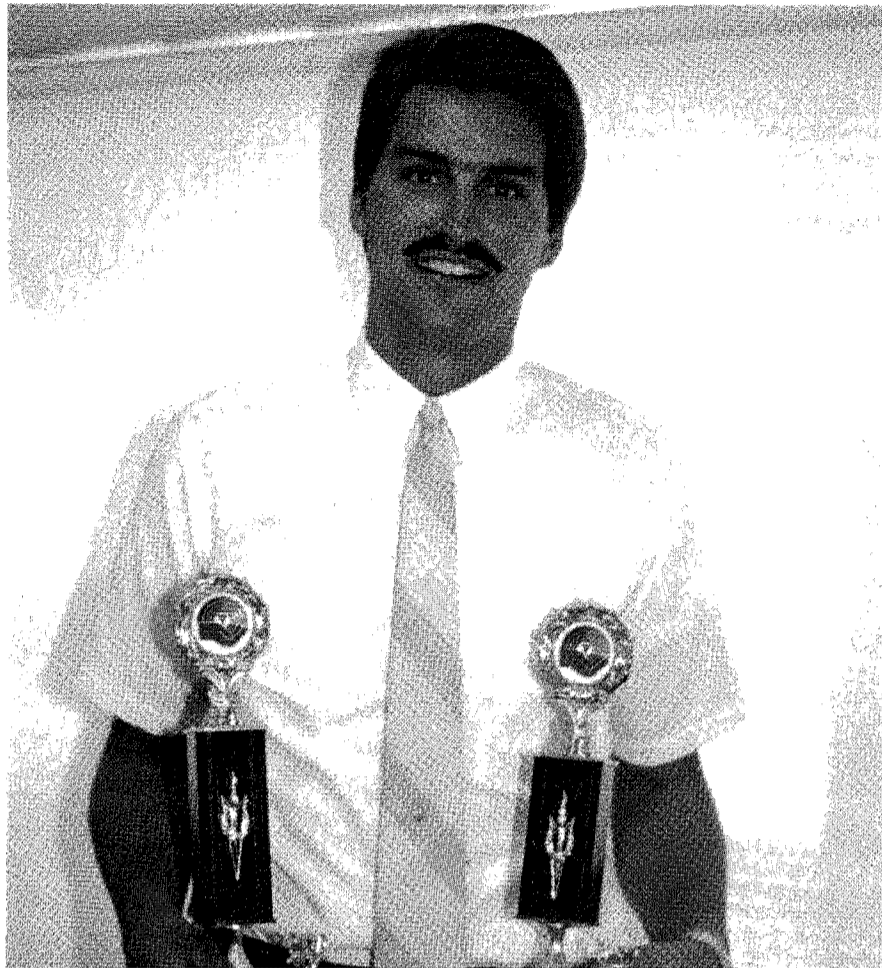
Team of Mike Murphy and Connie Helms, third place; Team of Craig DeWitt and Diane Cooper, sixth place.

#### Three-Legged Race

Team of Kermit Reins Jr. and Diane Cooper, fifth place.

#### Men's Softball Throw

Shawn Warff, first place; Dave Knutti, third place.



Lonnie Fisher, an NSW employee/owner, is pictured above with the two trophies won by Northwestern during the Second Annual Corporate Olympics. Fisher was instrumental in organizing this year's event.

#### Men's Target Golf

Gerry Hunsberger, first place; Jim Treacy, fifth place.

#### Ladies Target Golf

Vella Simpson, sixth place. Winners from the 34 and under division include:

#### Long Jump

Shawn Wharff, first place.

#### Men's 50-Meter Dash

Adam Olson, third place; Troy Miller, sixth place.

#### Coed Mile Medley Relay

Team of Cheryl Lin, Marianne

Johnson, Albert Benson, and Lonnie Fisher, third place.

#### Coed Mile Team Run

Team of Rich Steder, Pablo Vasquez, and Chris Edmonson, second place.

#### Men's 5-K Run

Steve Lauff, second place.

#### Ladies 5-K Run

Cheryl Lin, first place; Chris Edmonson, second place.

#### Men's 100-Meter Dash

Sonny Russell, first place; Albert Benson, fifth place.

#### Men's 4 x 100 Relay

Team of Sonny Russell, Tim Stickel, Wes Anderson, and Shawn Wharff, first place.

Winners from the 35 and over division are:

#### Men's Long Jump

Rich Steder, second place.

#### Men's 50-Meter Dash

Jeff Hager, first place; John Tomczak, sixth place.

#### Ladies 50-Meter Dash

Connie Helms, second place.

#### Men's 5-K Run

Dan Over, third place; Ray Bauer, fourth place.

#### Men's 100 Meter Dash

Jeff Hager, first place; Bruce Jackson, fifth place.

#### Men's 4 x 100 Relay

Team of Jeff Hager, Rich Steder, Tom Kyger, and John Tomczak, first place.

Other NSW participants were Colleen Stauffer, Judi Golden, Richard Spotts, John Tschosik, Al Lopez and Steve Swan.

Look out for NSW in 1990!



A QIP/LMPT picnic outing was held last month at Emerald Hill. Swimming, baseball, horseshoes and golf were the order of the day. The picnic marked the first such event held for all East, West and Plant 4 employee/owners as well as management personnel.



A mouthwatering array of picnic food was enjoyed by employee/owners who attended the QIP/LMPT outing at Emerald Hill last month.

## 1st QIP/LMPT picnic deemed huge success

For the first time ever, a QIP/LMPT picnic was held for all East, West and Plant 4 employee/owners as well as management personnel. The event was held July 16 at Emerald Hill and was such a success that Northwestern Steel and Wire Company personnel say they are hoping to make the outing an annual affair.

Plenty of special entertainment was available for the enjoyment of those attending, including a performance in the morning by The Crystal City Quartet. The group consists of Les Funderberg from the Drawing Room, Jeff Widdicombe and Tim Potts from the Nail Room, Chad Funderberg and Terry Payne from RB&W.

Also during the morning, soloist Kathy Gallentine performed, along with Mike Maddox of the Drawing Room who sang "16 Tons." Both were accompanied by The Crystal City Quartet.

Following the conclusion of the musical entertainment, children's games were held. Christopher Widdicombe and Evan Payne were announced as first and second place winners, respectively, in the ping pong shoot.

Following a delicious picnic lunch out by the baseball diamond, DJ Mark Sisson began the afternoon's entertainment. Several contests were held, with the following winners being announced: Sheila Linden, limbo; Chris Bentley, hula hoop; Tanya Brooks, charades; and Redrick and Tanya

Brooks, name that song.

Special "behind the scenes" thanks were offered to Denise Frey, Mike Linden, Gregg Brooks, Chris Ewbanks, Kathy Gallentine, Robert Wilthew and The Crystal City Quartet, plus all others who pitched in to help make the picnic successful.

## NSW workers are in golf forefront

Clouds and storm warnings greeted golfers as Tee Time for the Northwestern Steel and Wire Company's Salaried Golf Outing approached. However, after a hesitant start and stop, the storm blew over and the tournament rolled into full swing under sunny skies. The event was held August 5 at the Lakeview Country Club.

There were 66 golfers participating in the day's activities and 11 volunteer workers helped the day go smoothly. Door prizes were given out and cash awards were distributed to the following people:

Carl Fisher, Low Score, Individual (75); Ken Burnett and Dave Fitzpatrick, Low Score, Partners (178); Roy Soderquist and John Stauter, Average Score, Partners; Jim Henry and Harold Parks, (Tie) Low Putts; Terry Wike, Longest Drive (No. 6 Women); Dave Fitzpatrick, Longest Drive (No. 6 Men); Clark Wasson, (See GOLF, page 7)

Corporate tourneys held

## NSW ball teams are in swing of things

Teams of players from Northwestern Steel and Wire Company took three of the top five places in a recent corporate softball tournament organized by two NSW workers.

The three NSW teams were among eleven in the corporate division of the tournament held June 24th and 25th in Centennial Park in Rock Falls to benefit the Rock Falls Little League. Thirteen teams entered the open division.

The tournament raised \$1,500 for the local Little League, according to Ron Harrison, employee/owner in NSW's 24-Inch Mill. He and fellow Northwestern worker Jerry Gibson organized the tournament.

The top finisher among the three company teams was NSW One, a team composed of front office workers. NSW One took third place

and brought home a trophy. A team of workers from the 14-Inch Mill took fourth, while a Wire Mill team finished fifth. First place went to a team from Commonwealth Edison, while National Manufacturing's took second.

Gibson was the top pitcher for NSW One, with Dave Knutti a "standout" at shortstop. Other team members included Ray Bauer, Dave Mammosser, Paul Lester, Gerry Hunsberger, Jeff Conboy, Pat Downie, Tom Bowser, Mike Quick, Kermit Reins, and Howie Ellis, who organized the team.

Harrison explained this year was the first year teams competed in a corporate division. In the past, there was only the open division. "I think we'll keep the corporate division going next year since we received such a good response this year," Harrison said.

Draftee postpones big league play

## College before Cubs

In a few years, you might find the face of one of Northwestern's own on a bubblegum card.

Matt Hess, 18, son of East Plant employee/owner Sam Hess, was recently drafted by the Chicago Cubs in the 34th round. Matt played second and third base at Dixon High School (DHS), and the Cubs projected him as an infielder in their organization.

**"...Playing in the Big Leagues is the childhood dream of nearly every youngster..."**

However, the Cubs are going to have to wait a while. The recent graduate of DHS has decided to enroll in Parkland Junior College in Champaign, where he will major in business and play baseball. "He decided he wasn't ready for pro ball," his father explained. "But I know he'd like to play professional baseball if he gets the chance."

Hess said his son's selection in the Major League draft came as no surprise. The Cubs and several other major league teams had scouted him during his high school career. In fact, Matt was one of only forty players invited by the Cubs to a pre-draft workout last spring.

## NSW helps 'jazz up' Bix Biederbeck Fest

Several Northwestern Steel and Wire Company workers were among the 15,000 runners who took part in the Bix Biederbeck Jazz Festival Run on July 29 in Davenport, Iowa.

This year's Bix Run was the 15th annual race along the Mississippi. In the past, it's attracted such well-known runners as Olympians Bill Rogers and Joan Benoit-Samuelsen.

The annual festival is named in honor of a Davenport native who was a great jazz musician but died tragically young, at 28, in the early part of this century.

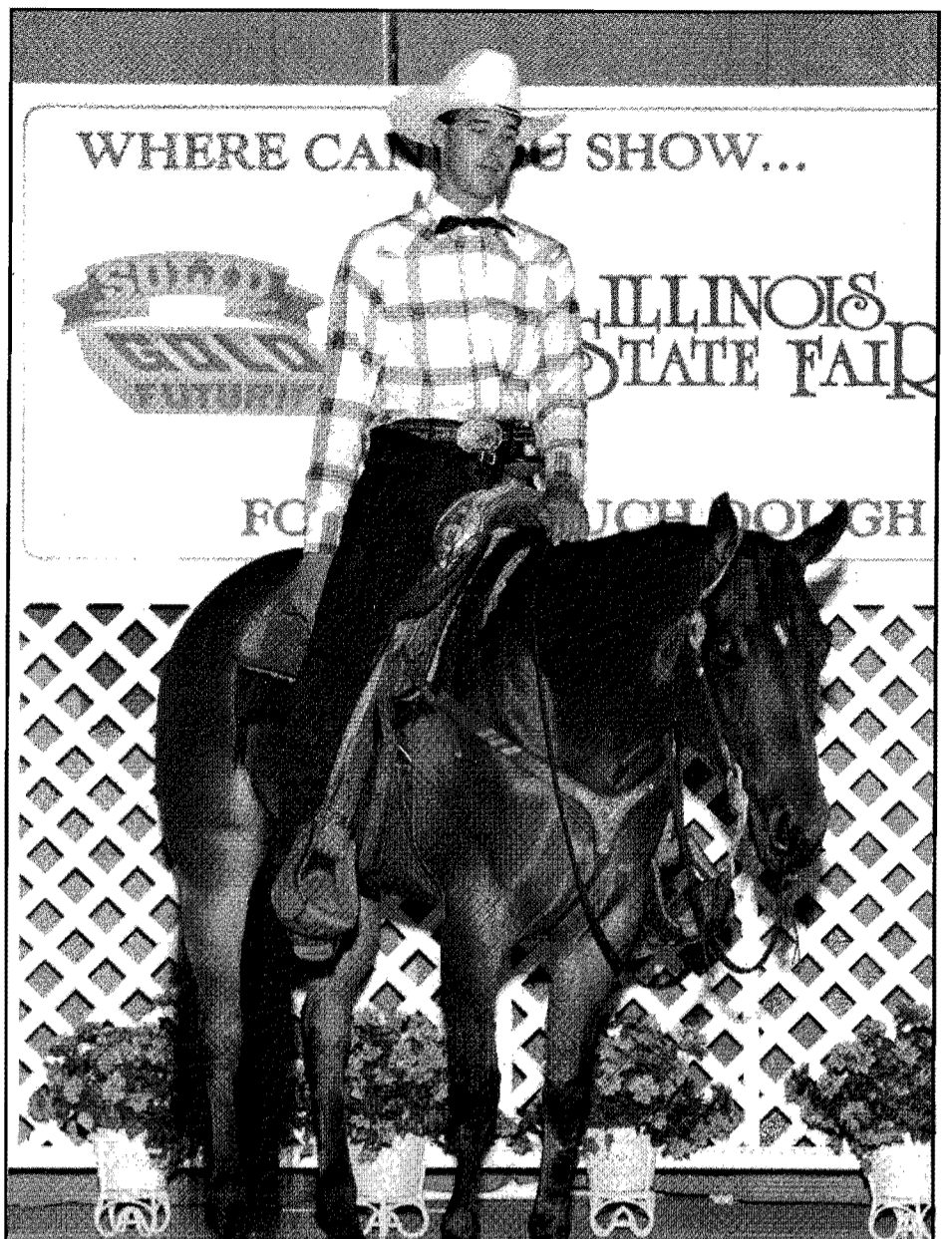
The seven-mile course started out with a steep half-mile hill and meandered along the banks of the mighty Mississippi River, according to Ray Bauer, Assistant Manager of

Sales, Steel Division, one of the NSW contingents.

"It's fun whether you run fast or walk slow," he remarked. "It's fun to be part of such a large thing."

Steve Lauff of the Plant 4 office staff was the first NSW employee/owner to cross the finish line at the Bix Run, posting an impressive time of 41:10, putting him in the top two percent.

Bauer was the next NSW worker, posting a time of 48:45. Other NSW racers and their finishing times are: Marty McCarty, 48:48; Angel Montanez, 50:46; Randy Stralow, 55:20; Byron Pope, 65:09; and Troy Zeigler, 65:20. All are workers in the East Plant Shipping Department. Also, Ac- (See BIX, page 8)



Jeff Greaves, an NSW employee-owner who has been riding horses for about eight years, won first place in the Breeders Futurity held during the Illinois State Fair.

*Takes state fair equestrian honors*

## Greaves is riding high

When Jeff Greaves isn't busy at his job as a Loader in the East Plant Shipping Department, he's prone to horsing around. In fact, he's likely to be found putting his championship quarterhorse through the paces in preparation for yet another competition.

Greaves, who has been riding horses for about eight years, said he competes in almost 20 horse shows a year. His equestrian skills have garnered him trophies, ribbons, prize money and points.

Much-deserved credit also goes to the other half of the team, "Invest In Crystal," one of two quarterhorses Greaves owns and the one he shows. The second horse, he explained, is a yearling which he will start practicing with next year.

In his most recent competition, Greaves and his horse won first place in the Three- and Four-Year Old Land of Lincoln Breeders Futurity held during the Illinois State Fair in Springfield. Competing in the Western Pleasure Class, the duo won out over almost 25 other horses and riders and brought home a trophy as well as prize money.

Also during the July event,

Greaves earned a ribbon and three points for taking fifth place in the American Quarterhorse Association (AQHA) Junior Competition. The field included some 38 other horses.

As part of the competition, horses are judged on how well they execute certain maneuvers including walking, trotting and changing direction, and how well they maintain their frame while doing this.

Currently, Greaves is gearing up for the early fall months and a host of other important contests. One, the prestigious Solid Gold, will take place the first week in October in Springfield.

What makes this show so unique, Greaves explained, is that he will have the opportunity to compete with horses and riders from other parts of the country. In many of the shows he enters, competition is against other Illinois horses.

Will this stiffer competition make the Solid Gold event a horse of a different color? Not in the least; in fact, he's chomping at the bit. "I'm looking forward to it," Greaves said.

## Golf outing

(Continued from page 6)

Closest to the Pin (No. 7); Gene Genslinger, Closest to the Pin (No. 15); and Gordon Rolofson and Roger Wait, High Score-Partners.

A Sharon Long Memorial Plaque was presented to the NSW Golf Outing Winner by her husband, Walt Long. It was awarded to Carl Fisher, winner of this year's outing.

The day's festivities came to a close with a buffet dinner served in the dining room.

A "thank you" to all who participated to help make this year's golf outing a success comes from Linda and Don LaFavre, and Margie and Harold Parks, Co-Chairmen of the event.

## Employee/owners successful

# Miners save and sell Michigan copper mine

Recent attention has been focused on the little town of White Pine, Michigan, where an ailing copper mine bought by workers only a few years ago has been sold for a whopping \$83 million.

In a recent *Associated Press* article by Paige St. John, the Cinderella story was revealed.

Metall Mining Corp. of Toronto, Canada, paid the multi-million dollar price tag to 1,000 workers of the Copper Range Co. to buy their employee-owned, employee-saved mine.

In the buy-out, the average blue-collar worker received \$60,000 while 20 top managers split 30%.

Workers, government agencies, and corporate managers pulled off a last minute buy-out of the failing company in 1985. Copper Range had been losing money — paying more than \$1 to mine a pound of copper that was

worth about half that in the market place.

After four years of employee ownership, the company was able to issue their first profit-sharing checks last December. A self-imposed wage cut from \$12 to \$8.50 per hour, combined with copper prices that almost doubled, spelled success for the copper mine.

Metall has promised shareholders another \$15 million if they meet production and profit targets for the next four years.

If the price of copper stays high, union representatives say that goal can be reached.

White Pine residents are basking in their success. The small community, carved from the North Woods, may now be the the richest community in Michigan, on a per capita basis.

## Buntjer qualifies

# Golf tourney play is par for course

If at first you don't par, stroke, stroke again.

That's one of the lessons Sauk Valley Community College sophomore Jeff Buntjer learned in June at the National Junior College Athletic Association golf tournament. According to his proud father, NSW Wire Division Maintenance Department Supervisor Lee Buntjer, qualifying for the tournament was quite an accomplishment for the 20 year old.

Unfortunately, Jeff failed to make the cut at the tournament, which was held June 4th to 10th in Norfolk, Nebraska. He shot an 82 the first day of the tournament, but fell off the board on the second day when he shot a 91. A round of 75 would have qualified him for the late rounds.

But Jeff is far from discouraged. Buntjer says his son plans to continue playing the links for SVCC, which he is attending on a golf scholarship. He hopes to qualify for the 1990 tournament, which will be held in Scottsdale, Arizona. "He was kind of in awe this year," his father chuckled.

Buntjer recalled his son previewed the course the day before the tournament by playing a round with two college students and a coach from Florida, an area where the weather permits year-round play—something

that's impossible in Illinois. One of the students playing with Jeff claimed he'd missed qualifying for the U.S. Open by one stroke.

"Jeff feels a mental approach had a lot to do with it," Buntjer remarked. "A lot of kids have the same ability, but few have the mental ability to get tough when the going gets tough."

Jeff demonstrated a great deal of that mental toughness in qualifying for the national tournament. With his back to the wall, he shot the lowest back nine of the tournament. "That was a lot of pressure, but by God, he came through," Buntjer remembered.

Jeff started playing on the links when he was nine, according to his father, who bought him his first set of Junior Ram clubs. Jeff's on his third set of clubs now, his dad added.

Jeff plays three to four times a week and his golfing opportunities are increasing because he currently works at the Lakeview Country Club. Jeff mows the course and trims the greens before putting away his shears and bringing out the clubs.

Obviously, there's a lot of golf in Jeff's future. Someday soon, *Owners Manual* may be reporting on the 1987 Sterling High School graduate's first victory in the U.S. Open.

## Bix Festival

(continued from page 7)

counting Department employee/owner Jeannie Hall was among those who walked the course, completing the seven miles in 1:02:35.

Bauer noted that many of the times turned in by NSW workers were personal bests.

The overall winner was Mark Nenow, an internationally rated runner who finished in 38:18, or about 5:20 per mile.

Nenow's effort earned him a new Pontiac Grand Am and \$5,000 cash. The top woman runner received a similar prize. Bauer noted the prize money totaled \$75,000. We understand that several more NSW employee/owners entered the competition but these were the only names brought to our attention.

The Bix Run has grown dramatically since 74 runners took part in the in-

augural race 15 years ago, Bauer noted. By 1980, the field had grown to 1,500, and it has mushroomed every year since, thanks in part to the prize money.

The NSW workers weren't in it for the money, Bauer noted. They were there for the fun.

The race was run first thing in the morning, to kick off the festival. It was slightly cool at race time, perfect running weather. But by the time the race was over, the sun was warming the park along the river where the festival is held.

A riverboat is located in the park, and music is complemented by good fellowship, food and drink.

"It was a great time," Bauer said, referring both to the run and the festival. He's sure he'll make the hour-long drive to the 1990 Bix Run.

# Caster Department's role key to success

*This is the first in a series of articles highlighting various Northwestern Departments. The purpose of the articles is to provide information about each area's function.*

The critical process of transforming molten metal into a semi-finished product is the job performed by Northwestern's Caster Department.

Last fiscal year, nearly 1.5 million tons of molten metal passed through the two huge Casters; one a 6-strand Bloom Machine, the other an 8-strand Billet Machine.

In the first phase of the 2-hour casting process, molten metal is poured into copper, water-cooled molds. These molds are of different shapes to suit the desired semi-finished product.

Molten metal destined for the Casters may come in either Structural Steel grade or Low Carbon. The latter is typically utilized in rod for the Wire Mill. Nails, fence and wire are several of the end-products.

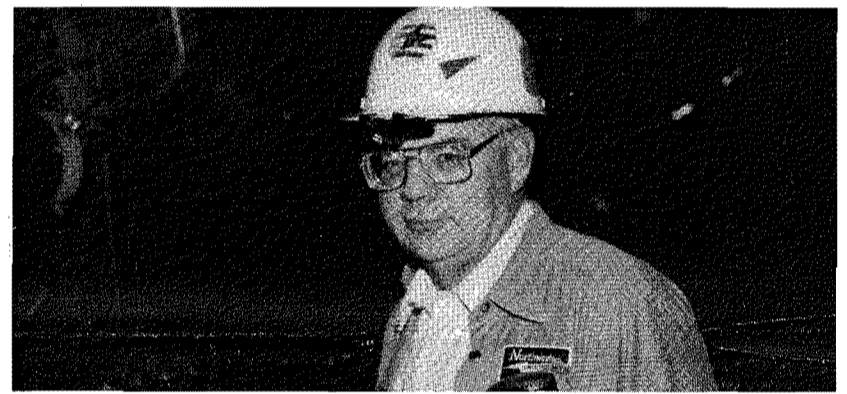
During the cooling process, the

metal solidifies. After it has been cooled properly, the bars are cut to length and, then loaded onto cars for their next destination.

The metal at this stage may either be sent to the Company's 12-Inch, 14-Inch or 24-Inch Rolling Mills, where it is reheated and made into a finished product, or sold on the outside.

Of primary concern during the casting process is temperature. The molten metal temperature must first be right. The metal must be cooled properly or quality and production are affected. "Proper quantities of water and alignment of the cooling system is important," explains Norm Woost, Assistant Manager of Primary Metals in Charge of Casting. "It is a very critical operation."

The Caster Department is in continual use; three turns a day, seven days a week under peak conditions. The production workforce averages about 130, plus maintenance personnel. Production and maintenance people working as a team, keep the machines operating efficiently.



**Norm Woost**, Assistant Manager of Primary Metals in Charge of Casting, is a vital part of the Caster Department. One of his functions is to see that molten steel is transformed into a semi-finished product.

# Steel Division Sales team is transferred

The sales responsibility for wire and rod, along with the wire and rod sales team of Ed Matthews, Al Daniel, Jack McEniff, Arthur Sandoval and Mike O'Malley, has been transferred from the Steel Division to the Wire Products Division.

Chuck Biermann, Vice President of Steel Sales, announced the change was put into effect August 1. Other Steel Division field sales personnel who presently service some wire and

rod accounts will eventually transfer these accounts in an orderly fashion to Wire Sales personnel in the respective areas of solicitation, Biermann said.

The Steel Division will continue to sell rods straight and cut to various service centers and distributors, Biermann added, noting that those involved with the change should adjust their records accordingly.

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