

A Look INSIDE



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tournament
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The Owners Manual

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

March, 1991

Beam blanks from new caster rolled in Houston

Jumbo caster start-up a success

The long-awaited completion of a connection between Northwestern's Sterling and Houston plants has finally been achieved. Sterling's jumbo beam blank caster was commissioned in early February. Considering the difficulty of the start-up of a caster, the first week-and-a-half of operation went very well with five out of seven trials resulting in completed heats cast.

Dave Koncsics, Manager of Primary Operations, credits the successful beginnings of the jumbo caster to the dedication and expertise of the caster team. "In great part, the smooth start-up can be attributed to teamwork and the fact that our people have almost ten years of experience and training in casting. They know what to expect, and they're not afraid of hot steel," Koncsics commented.

The first trials on the new caster revealed a few problems (especially computer tracking and lubrication) which could not be spotted until steel was actually poured into the caster. Koncsics calls this period the "hot phase de-bugging of problems."

Before any beam blanks were even shipped to Houston, Koncsics was very optimistic about the quality of steel the machine was casting. "Based on measures developed from

our other casting experiences, this product looked superior to what we've made on our other machines - probably because it contains some new technologies," Koncsics said. A few of these technological improvements include air-mist cooling, mold powder lubrication, multiple unbending and copper alloy molds.

Air-mist cooling is a very gentle cooling of the bar which tends to reduce thermal stresses. A regulated and very precise combination of water and compressed air, rather than water alone, cools the bar as it passes through the zones. This method is very effective for heat removal as well as being a more uniform and less harsh form of heat removal than plain water sprays.

A new type of lubricant is being used in the jumbo caster also. A powder, rather than an oil, is used to enhance heat removal and atmospheric protection.

Rather than a single straightener, the beam blanks on the jumbo caster pass through three straighteners so the process is more gradual and there is less strain on the bar.

Finally, copper alloy molds are less susceptible to plastic deformation and they have a lower conductivity which provides for more uniform



The jumbo caster in Sterling is now casting 739-pounds-per-foot beam blanks that will be rolled in Houston.

heat removal.

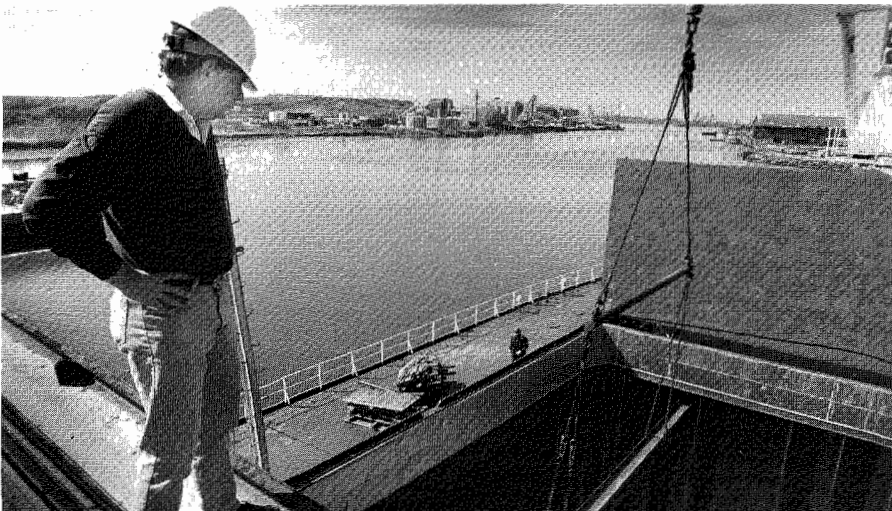
Overall, the new caster is a significant improvement over the billet and bloom machines because of the tremendous amount of computerization controlling virtually all aspects of the casting process.

Only two weeks after the first start-up of the jumbo caster, David DeVries, Assistant Manager of Primary Operations, felt the Caster Department was already accustomed to the machine. "I'm pretty comfortable, at this point, that it's in operating mode," DeVries said.

The experienced crew in the Caster Department shared in the enthusiasm of the start-up of the new caster. Arlo Gallentine and Manuel Gonzalez have been strand casters since the billet and bloom machines were installed ten years ago. Gallentine thinks everyone in the department must work a little harder to compensate for the differences between the jumbo caster and the billet and bloom machines. "With two nozzles pouring steel into each strand, we (See JUMBO CASTER, page 5)

Beams on course to Singapore and Malaysia

First export leaves Northwestern-Houston



Mike Mullen, Vice President and General Manager of NSW-Houston, watches the loading of beams.

The first foreign order for structural steel products manufactured at Northwestern Steel and Wire Company's Houston plant left the dock on the Houston ship channel bound for ports in Singapore and Malaysia.

The multi-million dollar order for 7,000 tons of structural steel products was placed by Houston trading company Tuteur & Associates Inc. It encompasses

nearly the full range of finished structurals produced in the new plant.

The steel beams will be resold by Tuteur & Associates in the two countries for the skeletons of bridges, skyscrapers, and other high-rise construction.

Ray Bauer, Assistant Manager of Steel Sales, said that Northwestern anticipates additional orders through

Tuteur as well as Marubeni, for Hong Kong; M & M Ferrous, serving customers in Japan and Korea; and Coutinho, Caro & Company, for markets in Indonesia, Taiwan, the Philippines and Thailand.

Paul Lester, Supervisor of Steel Sales Planning at Northwestern, says the Houston plant has opened new doors for the company's export efforts. "About a year ago we shipped a bargeload of material to

Singapore from Sterling. But because of our geographic location here in Sterling, we had a good deal of inland travel expense." Lester added, "Now, with Houston, we can ship directly from that port, and it becomes more profitable for us."

The export of Houston products marks the beginning of a new line of sales for Northwestern. "For us to sell our total capacity, export sales are necessary," Lester commented.



7,000 tons of wide-flange beams were shipped from the Houston deep water ship channel to ports in Singapore and Malaysia.

Viewpoint

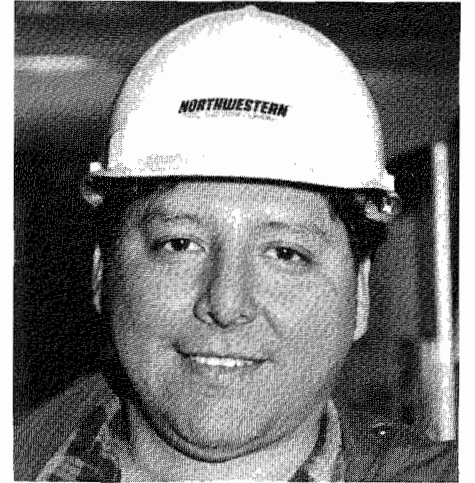


"I think it affects all of us if we can get higher proceeds from our products down the road. As long as we continue to achieve the quality of products we're making, it should enhance our ability in the domestic, as well as the export market, and that should affect everybody. It should help us all to keep our jobs."

Don Anderson
Manager
Industrial Engineering

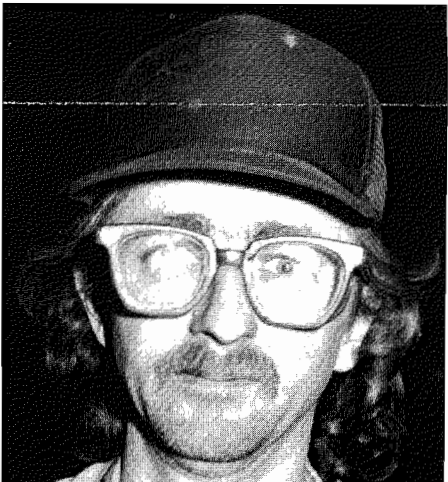
"How do you see the JIS certification affecting you?"

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.



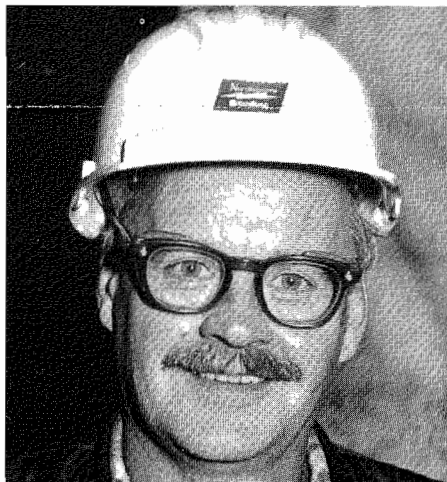
"It really doesn't have anything to do with us down here. They're not going to export any rod. But it will help our ESOP."

Paul Moreno
Assistant Roller
12-Inch Mill



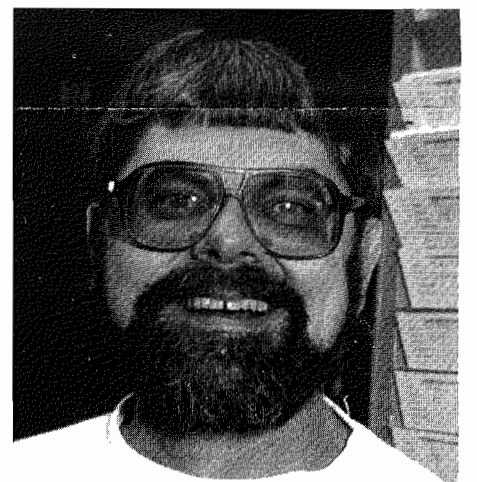
"I don't know if the Japanese are going to take over or if we're going to get more business."

Randy Scott
Galvanizer Utility
Wire Galvanizer



"Well, hopefully it will keep us busy and we'll get more orders."

Gary Schueler
Inspector
24-Inch Mill



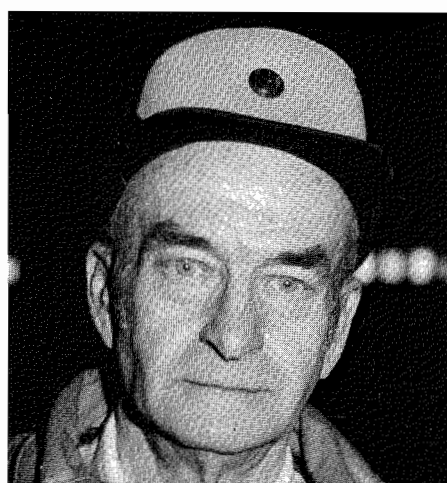
"Well, I'm not an economist, but the bigger the marketplace, the better your revenues advance. It's good for the ESOP."

John Hurley
Weigh Master Dispatcher
Truck Scales



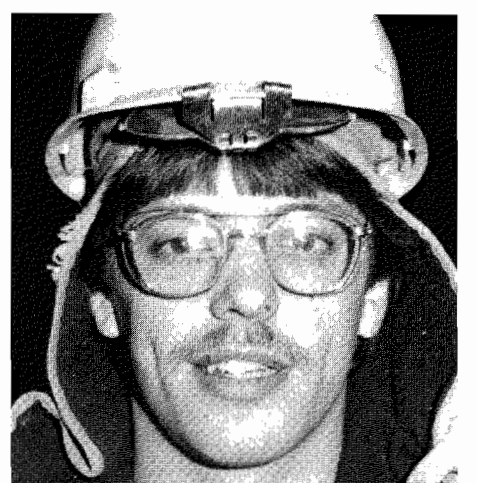
"I don't know. It doesn't look like we got anything out of it so far. It's money spent for nothing it looks like."

Chuck Howard
Pipefitter
Plant 2



"Well, I haven't seen any orders yet. But I think it's a good deal if we can ship some steel over there."

Olin Cummings
Crane Operator
14-Inch Mill



"If it helps us out to sell more steel and it's better for the business, then it helps everybody."

Lowell Ligtenberg
Laborer
Furnace Department

Eight bid farewell to NSW in March

Eight Northwestern employee/owners retired effective March 1, 1991. The eight men have served a combined total of 248 years for Northwestern.

Their hard work and valued service is deeply appreciated by the company. The *Owner's Manual* extends congratulations to the following men and best wishes for a happy retirement!

38 Years

James E. Graham, Plant 2 Pipe Shop.

36 Years

Paul Landis, Plant 2 Machine Shop.
Lark Perry, 24-Inch Millwright.

32 Years

Thomas J. Walter, Plant 3 Pipe Shop.

31 Years

Norbert Padilla, Electric Furnace.

29 Years

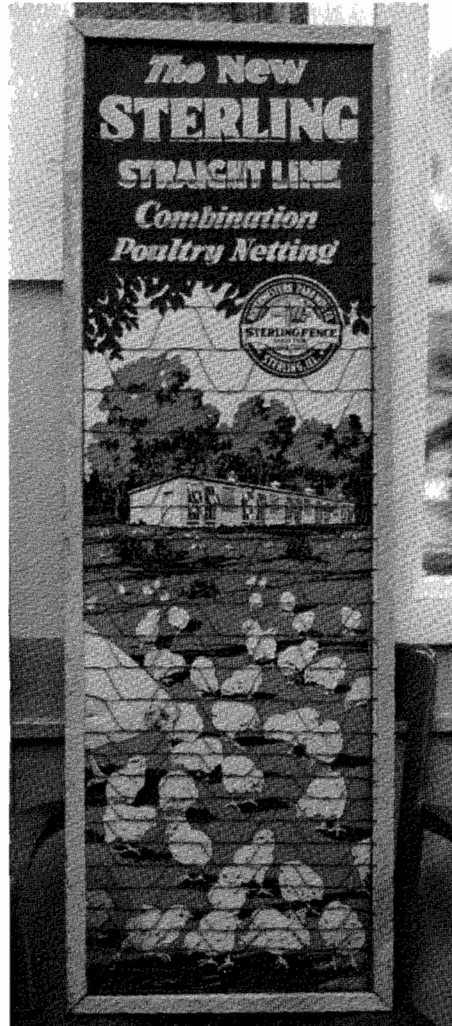
Clyde S. Kerber, Supervisor of East Plant Machine Shop.

24 Years

Avlon Foster, East Plant Inspection.

22 Years

Eldon Pursell, West Plant Mobile Equipment.



This Poultry Netting sign was recently obtained by Dick Bittner, General Supervisor of Semi-Finished Shipping. His sister, who lives in Peoria, bought it from someone who had bought it at a feed store auction in that area. The sign must be at least 53 years old, because in 1938, Northwestern Barb Wire Company (the name appearing on the sign) was changed to Northwestern Steel and Wire Company. If anyone would be able to pinpoint a more exact date of its origin, please call Dick at extension 2530, or Leona Richards, Communications Manager, at extension 2211.

The President's Corner

Robert N. Gurnitz,
President &
Chief Executive Officer

Dear Fellow Employee:

We continue to make good progress in many areas of the company. Most noteworthy of progress during the last month was our successful launch of the new jumbo caster. Congratulations to all the people that worked so hard in its design, construction, and start-up. Your efforts have really paid off. Our start-up was excellent. Teamwork, combined with almost ten years of experience and training in casting, clearly helped to facilitate our launch. Initial reports from Houston speak well for the caster's product quality. We look forward to successful rollings over the entire range of our jumbo caster product line.

Along with our many recent accomplishments, including our recent JIS certification, we have two major challenges:

- (1) Further improve our Houston operation.
- (2) Address, company-wide, the problems caused by a serious business downturn.

The Houston plant is extremely important to the financial well-being of NSW. Efforts must continue at Houston to further improve our quality, cost, and on-time delivery performance to our customers. I have every confidence that the enhanced Houston team is up to the challenges at hand. It is essential that all NSW employees continue to support that effort as an absolute first priority for the company. I am looking forward to reporting to you on Houston's continuing progress in the months ahead.

The recession that has plagued most industries across the U.S. is really starting to take its toll in the

construction industry. We are seeing both declining volumes and declining prices. We cannot simply go on with business as usual until demand and pricing improve. We are taking several actions to improve our situation.

First, we have begun to reduce production to levels more in line with industry demand. We cannot produce at prior levels and build inventories. Good progress is already being made in this regard with inventories starting to be reduced company-wide and our cash position improving.

Secondly, we are attempting to improve demand for our structural products by substantially increasing our business with fabricators. This is being made possible by the expanded range of products which our Houston facility provides. We can now supply fabricators with structural products for their complete projects. This effort requires an improved focus on our cut-to-length and on-time delivery performance.

Lastly, we are working to reduce costs company-wide. We have to continue to find ways to work more effectively. When the marketplace reduces prices, we have no choice but to reduce our costs accordingly. I have been and will continue to work closely with personnel from Operations, Finance, Sales and Marketing, Human Resources, and your represented groups to aggressively address this issue of critical concern for our future.

Unquestionably, we will meet our business challenges. We have excellent people and good facilities. You have met many challenges in the past. With your ongoing support and help, we will continue to succeed.

NSW driver chosen among 1,500

Lathrop named Driver of the Month

R.G. Lathrop, Over-the-Road Truck Driver for Northwestern, won the Driver of the Month Award for December from Ryder Truck Rental. Northwestern is eligible to receive commendations from Ryder, the company from which NSW leases its trucks. As well as earning Driver of the Month honors, Lathrop was also runner-up for Driver of the Year for 1990.

The Driver of the Month is chosen out of 1,500 to 1,700 drivers in the states of Nebraska, South Dakota, Iowa, and western Illinois (which comprise the Des Moines District, in which Northwestern is included). Supervisors or co-workers of drivers can submit the drivers' names to Ryder as nominees for the award.

A staff for each district, consisting of the Branch Manager, Maintenance Superintendent, Director of Safety, and the District Manager, evaluate the nominees to select the winner each month.

In the Des Moines District, Tim Oelke, the Director of Safety, says the evaluation includes looking at the driver's Motor Vehicle Report to check for any moving violations, how many miles he has driven for the company, how many accident-free miles he has driven, how many miles he has driven over his career, and any outside activities in which

the driver may have earned accomplishments. Besides studying this report, Oelke says the staff contacts co-workers of the driver to see if they believe he is deserving of the award. "Any information we can obtain from the different people who work with him helps us to learn more about the driver," Oelke commented.

Two heroic acts performed by Lathrop during his years on the road influenced the decision of the staff to give him the award according to

Oelke. The first occurred more than fifteen years ago when Lathrop came upon the scene of an accident where a young woman was thrown from her car into a drainage ditch. After helping her from the water, he used his radio to alert police and helped get the victim to a hospital.

The second act of heroism happened only a couple of years ago here at Northwestern's 14-Inch Mill. Lathrop was dropping off his trailer at the mill when he spotted a man who had caught on fire. The man

began to run for help, so Lathrop had to chase him before he could reach him to help rip off his burning clothes.

Lathrop was nominated by Craig DeWitt, Supervisor of Leased Fleet at NSW. DeWitt says one reason he submitted Lathrop's name to Ryder was because of his dedication. "He works hard-for the company, the Teamsters Union, and for himself," DeWitt commented.

Employed by Northwestern for 21 years, Lathrop says the effort he puts forth does not seem extraordinary to him. "I just try to do my job, and when I'm around other people, I try to make sure they do their job right too," Lathrop noted.

Lathrop serves on several committees at NSW, as well as for his union. He is the union steward for Teamsters Local 722 and the Sergeant at Arms at Dixon Branch of Local 722. He also serves on the Labor-Management Productivity Committee, the Labor-Management Safety Committee, the ESOP Committee, and the Corporate Charities Committee.

Included in Lathrop's award is a belt buckle, a framed certificate, and a decal for the door of his truck which names him as a Ryder Driver of the Month.



R.G. Lathrop, NSW OTR driver (left), receives the Ryder Truck Rental Driver of the Month Award from Ben Gerwe, Branch Manager of the Des Moines District.

Global sales force changes

Employee training sessions answer exporting questions

As Northwestern steps into the worldwide market as an exporter of both steel and wire products, export training sessions are becoming a regular occurrence. Employee/owners from various departments directly affected by new exporting

...While overseas (Bauer) was accompanied by Marubeni (Hong Kong) and Coutinho, Caro & Company (Taiwan) which are trading companies representing NSW in those areas.

procedures attend the sessions.

At the most recent export session in February, Jerry Shinville, General Manager of Quality Assurance, gave an overview of the acquisition of JIS certification. Although Shinville felt the overall reception of Northwestern in Tokyo was excellent, he said the real test for Northwestern is just beginning.

NSW employees should concern themselves with using the established standard operating procedures to ensure that our products will be received favorably in the Japanese market. Normal Japanese practice is to aim for one-half tolerance on all dimensions for shipped products.

Ray Bauer, Assistant Sales Manager for the Steel Division, also spoke to the employees attending the training session. He said the amount of steel being exported both to Canada and overseas has

increased rapidly in the past year. He also highlighted his recent trip to Hong Kong and Taiwan.

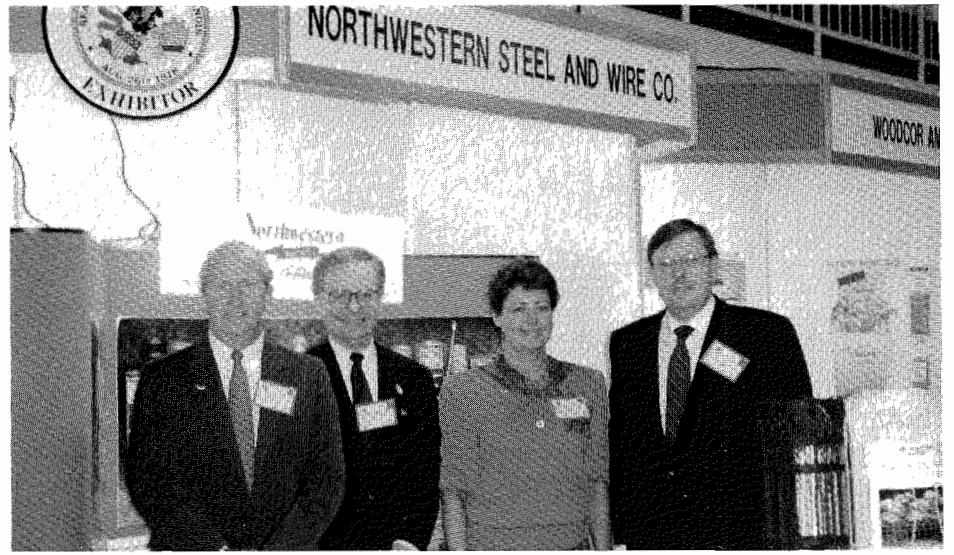
Bauer looked into the specific markets in which Northwestern could be competitive in these countries. While overseas he was accompanied by Marubeni (Hong Kong) and Coutinho, Caro & Company (Taiwan) which are trading companies representing NSW in those areas. Personal visits were made to ten potential customers, and in addition, Bauer spent three days while in Hong Kong attending a major construction conference and exhibition called APEX '91.

In the Wire Products Division, reports were given on the Canadian Hardware Show held in February where Northwestern products such as Color Guard, nails, and Compost Bin were exhibited.

An additional activity mentioned

...NSW employees should concern themselves with using the established standard operating procedures to ensure that our products will be received favorably in the Japanese market...

was the Construction USA Video Catalog Show which has generated interest from countries including Honduras, Nigeria, Costa Rica, Santa Domingo, Egypt, Saudi Arabia, and the Philippines.



From left, Ed Sanders, NSW Wire Division Outside Salesman; Jeffrey Johnson, Director of Trade Promotion for the State of Illinois; Ed's wife, Sally; and John Fogarasi, Deputy U.S. Trade Consul, pose in front of the Northwestern booth at the Canadian Hardware Show in Toronto.

NSW wire division continues to focus on Canadian market

Northwestern's recent exhibit at the Canadian Hardware Show in Toronto, Canada has resulted in a wealth of information being acquired by NSW. Ed Sanders, Outside Salesman for the Wire Products Division, made several contacts with potential customers, and gathered many general facts about exporting products to Canada.

Sanders and his wife, Sally, worked in Northwestern's booth displaying Color Guard flower border, Diamond Weld fence, Compost Bin, nails and other wire products. The booth was located in the U.S.A. pavilion, and the Sanders' hosts were John Fogarasi, Deputy U.S. Trade Consul, and Jeff Johnson, Director of Trade Promotion for the State of Illinois.

According to Sanders, the new color-coded packaged nails were very well received, as were Color Guard and Compost Bin. Sanders feels Northwestern could also be successful in selling the agri-fencing products if the company can

capitalize on key contacts made at the show, thus becoming a competitive force in the Canadian market.

Another area in which Sanders brought back new information was Canadian labeling. Although the law says a company has one year from the first shipment to include French labeling along with the English and metrics as well as inches, Sanders found there was a considerable difference of opinion on this law. Some companies require bilingual labeling immediately, while others would be satisfied with strictly English labeling for more than one year.

Sanders also had an opportunity to learn more about shipping, freight rates, brokerage and tariffs, mainly through speaking with a representative from KN Customs, which is in the business of working with Canadian buyers and representatives of U.S. firms selling and shipping products to Canada.

'Hot' record breakers in the cold month of February

The *Owner's Manual* congratulates the following employee/owners who recently broke new records.

Field Fence Shift Record	Old Record
47-6-B	
Feb. 5, 1991	March 23, 1990
69 rolls	68 rolls
7 to 3 shift	7 to 3 shift
John Lewis	Jaime Garcia
Drawing Room 24-Hour Record	Old Record
Wire	
Feb. 5, 1991	Dec. 12, 1989
528.8 tons	510.0 tons
entire	entire
department	department
Mats Shift Record	Old Record
4-gauge Feedlot Panels	
Feb. 6, 1991	March 9, 1990
10,558 feet	10,423 feet
3 to 11 shift	3 to 11 shift
Art Pena,	Mike Johannsen,
Manuel	Danny Ivey,
Rodriguez,	Scott Lawson
Steve Hart	
Electro-Weld Shift Record	Old Record
3x2x16 - 50' Econo-Fence	
Feb. 7, 1991	Jan. 9, 1991
6,000 feet	5,614 feet
11 to 7 shift	7 to 3 shift

Electro-Weld Shift Record	Old Record
20' Tomato Tender	
Feb. 12, 1991	Nov. 14, 1989
7,607 feet	6,465 feet
11 to 7 shift	11 to 7 shift
Mark Stangeland	Darrin Eubanks
Darrin Eubanks	Carlos Campos
Electro-Weld Shift Record	Old Record
20' Tomato Tender	
Feb. 13, 1991	Feb. 12, 1991
7,956 feet	7,607 feet
7 to 3 shift	11 to 7 shift
Jared Zinke	Mark Stangeland
Chris Olds	Darrin Eubanks
Plant 1 Drawing Room Shift Record	Old Record
10-1/2 gauge (.128)	
Feb. 14, 1991	May 5, 1990
27,970 pounds	27,170 pounds
11 to 7 shift	3 to 11 shift
Mike Kinnaman	Dave Billings
Plant 1 Drawing Room Shift Record	Old Record
9 gauge (.148)	
Feb. 16, 1991	April 4, 1990
35,160 pounds	33,210 pounds
11 to 7 shift	7 to 3 shift
Mike Kinnaman	Mike Kinnaman
Jumbo Caster Shift Record	Old Record

Field Fence Shift Record	Old Record
47-6-B	
Feb. 18, 1991	Feb. 5, 1991
70 rolls	69 rolls
7 to 3 shift	7 to 3 shift
John Lewis	John Lewis
Plant 1 Drawing Room Shift Record	Old Record
16 gauge (.059)	
Feb. 20, 1991	June 4, 1990
24,240 pounds	23,760 pounds
11 to 7 shift	3 to 11 shift
Jeff Corwell	Michael Gragert
Plant 1 Drawing Room Shift Record	Old Record
.246/.378 (IQ) Wire	
Feb. 21, 1991	Dec. 20, 1990
72,470 pounds	66,060 pounds
3 to 11 shift	7 to 3 shift
Paul Brunk	R. Gonzales
Netting Shift Record	Old Record
24/24 1x20 25-feet	
Feb. 22, 1991	Unknown
72 boxes	68 boxes
3 to 11 shift	Unknown
Ron Roberts	Unknown
Plant 1 Drawing Room Shift Record	Old Record

Plant 1 Drawing Room Shift Record	Old Record
9 gauge (.151)	
Feb. 22, 1991	March 12, 1990
36,040 pounds	35,430 pounds
11 to 7 shift	7 to 3 shift
Mike Kinnaman	Mike Kinnaman
Plant 1 Drawing Room Shift Record	Old Record
10-1/2 gauge (.128)	
Feb. 25, 1991	May 5, 1990
29,000 pounds	27,970 pounds
3 to 11 shift	7 to 3 shift
Paul Brunk	Mike Kinnaman
Plant 1 Drawing Room Shift Record	Old Record
10-1/2 gauge (.128)	
Feb. 27, 1991	Feb. 25, 1991
29,480 pounds	29,000 pounds
3 to 11 shift	3 to 11 shift
Paul Brunk	Paul Brunk
Netting Shift Record	Old Record
24/24 1x20 25-feet	
Feb. 28, 1991	Feb. 22, 1991
80 boxes	72 boxes
3 to 11 shift	3 to 11 shift
Steve Hatten	Ron Roberts
12-Inch Shipping Monthly Record	Old Record
Feb., 1991	Jan., 1991
16,347 tons	16,128 tons
Jumbo Caster Monthly Record	Old Record
Feb., 1991	First Cast
6,371 tons	



Kermit Reins (left) and Dave Knutti added a lot of fun to everyone's day by making a special appearance as "The Blues Bowlers."

Record turnout enjoys 1991 bowling classic

More than 85 NSW salaried office employee/owners turned out for the 1991 Northwestern Classic bowling tournament in February. A change in the tournament, held at Paone's Blackhawk Lanes this year, was that each team bowled Scotch Doubles.

Everyone bowled four games, alternating between the men and women as first bowler. The high game of the day was Lori Ellis and Frank Rausa's 232.

Cash prizes were awarded to the first 13 places for high series, as

follows: Jeannie Hall and Gerry Hunsberger (718); Patty Shambaugh and Kermit Reins (699); Judi Golden and Jim Henry (695); Lori Ellis and Frank Rausa (678); Colleen Stauffer and Dick Card (650); Karen Galbreath and Carl Fisher (643); Denise Frey and Gene Jacoby (609); Rosie Merced and Larry Miller (600); Kari Jacobs and Marty Downie (594); Liz Rosenow and Don Nehr Korn (588); Gloria Harting and Tom Vercillo (586); Cindy Schauff and Bob Sprungman (583); and Vella Simpson and Mike O'Malley (582).

Jumbo caster

(continued from page one) have to work a little faster," Gallentine noted.

Gonzalez says the crew is able to handle their new responsibilities because most have worked on casters for nearly ten years. "The jumbo caster is pretty impressive. The biggest difference is all the new technology, but we have enough experience so we can learn the new things quickly," Gonzalez commented.

Process comes full circle in Houston

The next test came in early March, when the first beam blanks from the jumbo caster were rolled in Houston. Cast beam blanks measuring 27-1/2" x 10-3/4" x 4-3/4" and weighing 552 pounds per foot were rolled into beams 24" x 9" weighing 94 pounds per foot and 77 pounds per foot. Roll Shop Manager Jack Cox was in Houston when these beams were rolled.

Cox was very pleased with the quality of the blanks coming from Sterling. "From what we've seen so far in what we've rolled, the cast beam blanks from the new jumbo caster are an excellent product, and they make a very high-quality finished beam," Cox said.

Houston has scheduled the other three sizes of cast beam blanks from Sterling to be run between late March and mid-April. Cox is confident that Northwestern's Sterling and Houston operations will both benefit from the jumbo caster being completed.

"It becomes a better situation for Northwestern Steel and Wire to be able to supply all of the semi-finished cast blanks for Houston. We have better control over our semi-finished products, and there's no question that we can produce a better quality product out of our own cast material than the beam blanks rolled from ingots," Cox commented.



The 13 teams with the highest scores were awarded cash prizes.

89 employees mark anniversaries in April

April will hold many anniversary celebrations for the employee/owners of Northwestern. The *Owner's Manual* wishes all of them congratulations.

35 Years

Robert W. Stroud, 4/13/56, Rock Falls Electro-Weld.

30 Years

Wayne R. McKenna, 4/3/61, Plant 2 Machine Shop.

Ivie O. Barton, 4/7/61, Clerical.

LeRoy Compton, 4/7/61, Carpenter Shop.

Dale L. Everly, 4/8/61, Plant 2 Machine Shop.

Cecil W. Hunter, 4/10/61, 12-Inch Mill.

Gary L. Miller, 4/10/61, Trial Crew West.

Irvin R. Parker, 4/10/61, Bundling.

Lauren R. McCune, 4/12/61, Plant 2 Millwrights.

Lanny Jo Munz, 4/12/61, QIP Facilitator.

William E. Boesen, 4/13/61, Assistant Manager of Primary Operations.

Larry T. Frederick, 4/14/61, Wire Mill Millwrights.

Tom R. Goss, 4/14/61, Supervisor of Strand Caster Operations.

Larry L. Hansen, 4/14/61, Construction.

Robert F. Apple, 4/16/61, Plant 2 General Supervisor of Mechanical Maintenance.

Noel J. Gillette, 4/17/61, Plant 2 General Supervisor of Electrical Maintenance.

Kenneth E. Jones, 4/17/61, 24-Inch Mill.

Herman C. Maxey, 4/17/61, Barb Wire.

William A. Duncan, 4/24/61, 12-Inch Finishing-Bars.

Jack L. Kuelper, 4/24/61, Plant 3 Millwrights.

Douglas H. McCulloh, 4/24/61, Plant 2 Electrical.

Wilson McCullough, 4/24/61, Plant 3 Supervisor of Maintenance.

Roger M. Polzin, 4/24/61, Carpenter Shop.

Donald L. Smoot, 4/24/61, 14-Inch Mill.

Richard C. Snapp, 4/24/61, Electric Furnace.

Wayne D. Van Meter, 4/24/61, Plant 3 Welders.

Richard F. Williams, 4/24/61, Plant 2 Electrical.

Arthur L. Wright, 4/24/61, Carpenter Shop.

Robert D. Barnett, 4/25/61, Plant 3 Millwrights.

Doran H. Everly, 4/25/61, Furnace Cranes.

Dan L. Welker, 4/25/61, 12-Inch Mill.

Paul J. Arnott, 4/27/61, Electric Furnace.

Roger Kline, 4/27/61, Plant 3 Millwrights.

Kenneth L. Smith, 4/27/61, 14-Inch Mill.

Terry R. Williams, 4/27/61, Plant 2 Machine Shop.

Blaine E. McClellan, 4/28/61, 24-Inch Mill.

25 Years

William Sotelo, 4/2/66, Plant 2 Machine Shop.

Earl L. Bringer, 4/6/66, Plant 2 Welders.

Louis P. Cady, 4/7/66, Plant 2 Electrical.

Carl E. Dahlberg, 4/7/66, Electric Furnace.

Alvin R. Eikenberry, 4/7/66, RF Shipping.

Carl N. Frederick, 4/7/66, Trial Crew West.

Charles B. Herbon, 4/7/66, Plant

2 Millwrights.

Douglas D. Karr, 4/7/66, Billet Caster.

Michael E. Ransom, 4/7/66, Plant 3 Welders.

Sherman L. Shilling, 4/9/66, Plant 3 Electrical.

Joseph M. Valdivia, 4/11/66, 12-Inch Mill.

Ramon Castro, 4/12/66, 12-Inch Mill.

Gerald M. Potts, 4/12/66, Billet Caster.

Michael R. Cady, 4/13/66, Brickmasons.

Anthony Ortiz, 4/13/66, Plant 5 Crane Mechanics.

Robert R. Aldridge, 4/18/66, Plant 3 General Supervisor of Electrical Maintenance.

David L. Hendrix, 4/18/66, 24-Inch Mill.

David C. Oberbillig, 4/20/66, Vice President of Sales - Wire Division.

Ronald G. Leuschke, 4/21/66, Wire Division Manager of Maintenance and Engineering.

Gerald K. Russell, 4/21/66, Billet Caster.

Vernon R. Smoot, 4/21/66, Billet Caster.

20 Years

Joe V. Garza, 4/6/71, Furnace Cranes.

Marlin K. Reneau, 4/6/71, 12-Inch Finishing-Bars.

Joe L. Velazquez, 4/11/71, Plant 3 Millwrights.

Jose L. Rodriguez, 4/12/71, Wire Mill Millwrights.

Randall J. Partridge, 4/13/71, Nails.

Ronald L. Shafer, 4/13/71, Billet Caster.

Harold C. Carroll, 4/14/71, 14-Inch Finishing.

Lawrence R. Allen, 4/16/71, Plant 2 Machine Shop.

Ernest H. Berkey, Jr., 4/16/71, Plant 2 Inspection.

Joe P. Garcia, Jr., 4/18/71, Cleaning and Coating.

Donald L. Kreiser, 4/18/71, Billet Caster.

Michael R. Love, 4/18/71, Cleaning and Coating.

Rodney D. Mager, 4/18/71, 1 and 5 Pound Packaging.

Larry F. Rosenberg, 4/18/71, Supervisor of Caster Downstream.

Steven R. Rosenow, 4/21/71, Wire Mill Millwrights.

Kenneth L. Smith, 4/23/71, Nail Room Supervisor.

Gary L. Zentz, 4/27/71, Plant 5 Millwrights.

5 Years

Carol M. Heffelfinger, 4/10/86, Data Processing.

Tom L. Galanis, 4/19/86, Senior Vice President of Operations.

Beth G. Lancaster, 4/21/86, Executive Secretary of Steel Operations.

Leonard D. Cardwell, 4/22/86, RF Machine Shop.

William A. Cardwell, 4/23/86, Wire Mill Shipping.

William T. Cardwell, 4/23/86, RF Drawing.

Charles J. Lancaster, 4/23/86, Nails.

Charles V. Langley, 4/25/86, 12-Inch Mill.

Ty Ngo, 4/25/86, Wire Galvanizer.

Leroy D. Smith, 4/25/86, Wire Galvanizer.

Patrick T. Downie, 4/27/86, 24-Inch Mill.

Tim Whitehouse, 4/27/86, 12-Inch Mill.

Michael D. Leaf, 4/28/86, Plastic.

Bruce E. Terveer, 4/28/86, RF Electro-Weld.

Andrew P. Vock, 4/28/86, Plant 2 Millwrights.

QIP REPORTS

12-Inch presentation leads to investigation of major purchase

The 12-Inch Mill Team No. 1 recently made a presentation to suggest a change which could save Northwestern \$3.3 million over a nine-year period.

The team has recommended NSW purchase a carbide roll grinding machine and all related equipment, with an approximate \$475,000 capital expenditure.

This recommendation comes after a year-long study done by Team No. 1 into the cost of grinding rolls for rod block in the 12-Inch Mill. The carbide rolls, which are used in the very last stands to roll rod, cannot be ground in Northwestern's Roll Shop because NSW does not have

...approval has been given for the Purchasing and Roll Shop departments to look into a cost estimate for buying carbide roll grinding equipment...

the necessary diamond-wheel grinder.

By purchasing a carbide roll grinder, the team said Northwestern could save more than \$300,000 annually. On top of this there is a yearly savings in transporting the rolls to the outside company and an additional savings in a reduction of roll inventory.

Approval has been given for the

NSW's QIP is used as model in Canadian mill

Northwestern's QIP/LMPT program has gained national recognition for its proven results, and most recently, has been used as an example for Manitoba Rolling Mills, who has purchased semi-finished steel from NSW. Larry Miller, QIP/LMPT Manager for Northwestern, recently received a letter from Manitoba, located in Canada, expressing their gratitude.

Management and union officials from Manitoba have visited NSW to study the QIP/LMPT processes here. They went to Steering Committee meetings, team member training sessions and spoke with their union and management counterparts here in Sterling.

From these visits and discussions with Miller and his facilitators, Manitoba developed a Performance Improvement Program (P.I.P.). Manitoba has an Executive Steering Committee and five Department Steering Committees patterned after those here at Northwestern. Of the 14 P.I.P. teams, seven have given presentations which were approved and will save Manitoba about \$415,000 annually.

In January 1990, Manitoba hired a full-time facilitator at the suggestion of NSW. Manitoba Rolling Mills says this greatly helped in the acceptance of the program and participation among all employees.

Miller says the extra time he and his facilitators spent working with Manitoba was worthwhile because now there is a program in Canada fashioned after Northwestern's QIP/LMPT program. "They've taken our advice, and it's nice to receive a 'thank you' from people you've helped," said Miller.

Purchasing and Roll Shop Departments to look into a cost estimate for buying carbide roll grinding equipment. Jack Cox, Roll Shop Manager, is presently conferring with an outside machinery broker to investigate the cost of implementation of this project.

Members of the 12-Inch Mill Team No. 1 are Doug Brotheridge, Bill Bruns, Gary Gray, Doug Harms, Tim Lauff, Charles Maxwell, Bob McKenna, Joe Neary, Don Reglin, and Gene Sinn. The team's former facilitator is Denny Stoudt, and it is now being facilitated by Arnie

Myers.

14-Inch QIP Team solves problem of inaccurate cutting

A project has been implemented as a result of the 14-Inch Mill Team No. 2 working on the problem of inaccurate cuts on bars between 20 and 40 feet in length and also shorter than 20 feet.

The solution already implemented is the installation of movable gauge heads to replace the stationary

20-foot stops. Two "goose necks" and a beam were also installed to support these gauge heads.

The team believes there will be substantial savings in a reduction of delays caused by the finishing end being full, as well as an increase in the mill spacing. Savings estimates by the team totaled more than \$260,000 annually.

Team members are Leonard Amesquita, Daniel Freeman, Tom Johnson, Mike Smith, Noel Reed, Mike Farmer, Duane Lou, Gordon Millerschone, Ron Leal, Ellsworth Wolf, Dennis Gipson, and Phil Schroeder. The team's facilitator is Chuck Bennett.

QIP team presents solutions to personal computer problems

Office Team No. 3 made their first presentation in February on improving the availability and utilization of personal computers (PCs), CRTs and printers.

The team found through a survey that more than 80% of those asked, had no or only basic knowledge on a PC. Roughly the same number expressed interest in receiving computer training. Also, half of those questioned said they had never received any training on a PC.

The team found that there is an

processing system), and Q & A (a database system).

After researching the possible locations in the immediate area to hold the training sessions, Office Team No. 3 found that a combination of Rock Falls High School and Unique Computer would serve the company's needs for providing instruction of the software programs in which employees expressed interest.

The cost of the training sessions will be funded by a training grant.

Jo Fisher, Judi Golden, Connie Helms, Howard Jones, Diane Last, Marilyn Lowder, Kelly McDuffy, Sandy Miller, Kathy Renner, Art Sandoval, and Terry Winchell. The team's facilitator for this project was Merle Heckman.

More recent QIP and LMPT presentations

Other presentations made in the last few months include the problems associated with spray from the 24-Inch Mill cooling pond, which was presented by the 24-Inch P.C.I.C. Teams No. 1 and No. 2. Wire Finishing Team No. 6 presented the problem of lost production and excessive costs making and using the current barbed wire spools.

In Rock Falls, the M.U.S.C.L.E. Team presented to the Steering Committee their solution to the problem on the No. 7 Electro-Weld machine. The fence wraps around the traps and the line wire burns off. The opportunity for improved working conditions and environment in the nail cut basement was presented by Quality Nail Team No. 3.

Engineering and Support Team No. 2 gave a presentation on wheel slippage on the remote control switch engines causing damage to the rails and engines. Environmental improvements in the vicinity of the galvanized machines in the Electro-Weld Department were developed by the H.U.M.P. Team, and the Right Guard Team gave a presentation on a better system for control of alcohol, drugs, and theft of company property.

Finally, Quality Nail Team No. 5 presented a solution to the problem of excessive downtime in galvanizer pits numbers 1, 2, and 3 caused by mud, dross and scrap nails.



Office Team No. 3 made a very successful first presentation on computers.

unbalanced distribution across the offices of PCs and users, but they chose to concentrate their efforts on training. This area was selected after the team's survey showed that more than 80% of the employees asked were interested in after-hours training sessions. Those employees who are "proficient" in computer knowledge responded that they would be willing to train co-workers.

From the two surveys the team conducted, they also determined the software programs in which employees were most interested in receiving training. The top choices were DOS (an operating system), Supercalc and Excel (both spreadsheets), Wordstar (a word

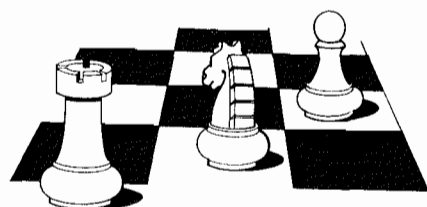
Also, the instructors at Unique Computer and Rock Falls High School will format the training sessions specifically for Northwestern.

A second suggestion Team No. 3 made was to make PCs available to each department. Some departments which do not use a PC, could cut the time required to complete work considerably with the help of a personal computer.

Office Team No. 3 recommended to the Steering Committee that training sessions be implemented as soon as possible with the available training grant funds that remain for the fiscal year.

Members of Office Team No. 3 are

Attention chess players



Several NSW employee/owners have expressed interest recently in holding a chess tournament.

Ivan Glenn, Plant 5 Crane Operator, has volunteered to help organize the event if there are

enough NSW employees wishing to participate.

Any interested employee is encouraged to contact Ivan at 625-5561 so that he can determine if there is a sufficient number of people to hold a tournament.

Propane tank safety training given in East Plant

Several training meetings on propane tank safety were held recently for employee/owners in the East Plant. Ray Charleston from Petrolane Gas Service in Rock Falls visited Northwestern and conducted five separate sessions.

Tom Clementz, Manager of Galvanizing and Agri-Products, said 132 employees in his seven departments (Wire Galvanizer, Field Fence, Netting, Barb Wire, Poultry Fence, Bale Tie, and Coiler) were trained. In addition, all employees in the Plant 1 Drawing Room and Shipping Department attended the meetings.

Clementz says the training was

"Tanks must be stored in their proper places. In the event of a fire, that's absolutely critical..."

very beneficial to the employees because nearly everyone at some point in time drives a forklift tractor which runs on propane fuel.

John Stauter, General Supervisor of Galvanizing, says Charleston covered several areas of safety as well as getting the most efficiency out of a propane tank. "He

explained the tank structure, including how to check it and make sure it's okay. He discussed the proper mounting procedure of the tank and the safety features of the valve and fittings," said Stauter. Charleston also spoke about the gauges because they can be read in

different ways depending on the positioning of the tank.

The reason for bringing Charleston to NSW for the training sessions is because safety around propane tanks is always important. Clementz commented, "Tanks must be stored in their proper places. In the event

of a fire that's absolutely critical."

Clementz said the employees were very interested in the training sessions, and he feels that is due in large part to the fact that the "instructor" was an expert visiting from an outside company.

Rookie of the Year goes to 16-year-old son

Bruder team achieves success in first season with stock car

In stock car racing, often a rookie and a veteran on the same team can produce excellent results. Ron Bruder, a machinist in Plant 4, has been racing cars and motorcycles off and on for about 20 years. His son, Troy, raced motorcycles with him for three years before starting to race stock cars this past summer in Freeport.

In their first year of racing stock cars together, the two did very well.

"We feel that when we race our car, if we get to the feature (race) and put the car back on the trailer without any damage done to it, we've had a pretty good night."

In the 14 trips they made to the Freeport Raceway, they qualified for the Feature race every time. By the end of the year they accumulated enough track points to earn eighth place overall and enough class points to earn fourth place in their class for the year.

Troy did so well in his first season, he was named Rookie of the Year at the Freeport track. His best showing was second place, and in the rest of the races he came in between sixth and eighth place. The track owner, the announcer, and the flagman voted for the Rookie of the Year. At age 16, Troy was the youngest of all rookies racing at Freeport this past year.

The stock car the Bruders race is in the International Motor Contest Association (IMCA) class. This class

has various rules in effect to keep the costs down.

For instance, there is a "motor claim" rule which says that the motors in the cars that placed first through fourth can be bought by the people who placed fifth through last for \$325. This discourages people from using expensive motors since they may be forced to sell their

they are usually guaranteed to break even for the night.

"We feel that when we race our car, if we get to the Feature and put the car back on the trailer without any damage done to it, we've had a pretty good night," Ron commented.

Many people might say that the most difficult part about racing a stock car is all the maintenance work



Rod Bruder, machinist in Plant 4, and his son, Troy, raced their stock car (pictured above) this past summer at Freeport Raceway, where Troy earned Rookie of the Year honors.

motor for only \$325 if they do well in the race.

Although Troy does all the driving now, Ron says his son still has to help prepare the car for the races. "We have an agreement - anything major, we try to do it together. If I did all the work and he just drove, he wouldn't be learning anything," Ron explained.

While racing a car can be very expensive, Ron says he and Troy cut costs by doing most of the work themselves rather than hiring someone else to do it. Ron says that if they qualify for the Feature race,

involved, but Ron says he enjoys doing the work. "For me, the hardest part is when Troy is on the track racing. I can get a little worried," Ron said.

Troy is a senior at Rock Falls High School this year, and he plans to race again with his father this coming summer. Currently they are modifying their car to get it ready for the 1991 season.

The two will again race at Freeport on Saturday nights, and when Ron's work schedule permits, they will also travel to Princeton, Illinois on Friday nights and La Salle-Peru on Sunday nights to race.



Glenn Hendryx, Plant 2 Welder, would like to thank all employees who contributed their time and money to the Bucket Brigade held for Viola Mackaben, the mother of Gary Campbell, Plant 2 Crane Operator.

The Brigade raised \$971.39 to assist in the expenses Gary and his mother are encountering in her fight against cancer.

Five daughters of NSW employees involved

Local squad cheers way to national title

Five fathers employed at Northwestern have daughters who have cheered their way to a national title. The East Coloma School cheerleaders competed against 18

other junior high squads in Kansas City, Missouri to claim the title of Best Overall, as well as Most Spirited.

The twelve girls earned the trip to

Kansas City after winning a bi-state regional competition in Oshkosh, Wisconsin held in August.

Throughout the summer and fall they sold pizzas and candy, sponsored a food stand for Mexican Fiesta Days, and solicited donations from local businesses to pay their expenses for the national competition.

The Northwestern fathers are Gene Jacoby, Safety Supervisor; Randy M. Johnson, Operations Supervisor for the 24-Inch Mill; Max Knowles, General Supervisor of Maintenance for the 14-Inch Mill; Michael M. Vasquez, Scrap Yard; and Cedric Patterson, Finishing Supervisor at NSW-Houston. Their daughters are Julie Jacoby, Jenny Johnson, Kim Knowles, Amanda Vasquez, and Ursula Patterson. Julie and Kim are the co-captains of the East Coloma School squad.

Jacoby says these girls in the fifth through eighth grades have never

competed on a national level before, and much of the credit for taking them there is due to their coach, Amy Stangeland. Stangeland was a member of the Rock Falls High School squad which won the senior division of national competition held three years ago in Hawaii.

The Dynamic Cheerleaders Association sponsors this competition, and Jacoby says the girls worked very hard to perfect their routines for the national title. "All summer they worked to raise money and get ready, and in the meantime they've really become a close bunch of girls," Jacoby said.

When the fathers of these girls get as excited as Jacoby is, the accomplishment the squad has made becomes clear. "The thing that's nice about this is that they won over all other squads in the entire United States, and they not only got Best Overall, but they also got Most Spirited too," Jacoby commented.



The East Coloma School cheerleaders who won a national title are (front row, from left) Jennifer Drew, Amanda Vasquez, Jenny Johnson, Ivette Acosta, Tasha Sutton, and Stacy Russell. Back row, from left, Kim Knowles, Ursula Patterson, Amanda Turner, Tricia Gray, Julie Jacoby, and Cary Cook.

employee assistance program

EAP
Update

EAP Update will be a monthly column featuring articles provided by the EAP as well as a short description of one EAP Contact Person.

Facts to know about chemical dependence

Chances are, in your lifetime, someone you are close to, such as a co-worker, relative, or neighbor, will develop a problem with alcohol and/or drugs. Here are some facts you should know about chemical dependency:

Chemical Dependence is a Compulsive, Obsessive Disease. When a person becomes dependent on alcohol or another drug, he or she steadily loses control of his or her drug use. It's like having the flu. The person cannot simply get up in the morning and decide, "I'm going to quit using drugs today," anymore than the person with the flu can say, "I think I'll get well at noon." The person's concerns about using drugs eventually dominate his or her thinking: "Where can I get some?" "Who can I trust to buy from?" "Where will I hide my supply?"

Chemical Dependence is a Primary Disease. Calling the disease "primary" means that it's not just a symptom of some other underlying physical or emotional disorder. Instead, it causes many disorders such as physical illness, disturbed family relationships, depression, and trouble at school or on the job. And these problems can't be resolved until the chemical use stops.

Chemical Dependence is a Progressive Disease. The disease follows a predictable, progressive course of symptoms, from using chemicals with few consequences to using them with greater and more serious consequences. Left untreated, chemical dependence gets worse.

Chemical Dependence is a Chronic Disease. Once a person is addicted to chemicals, the symptoms

of the disease become chronic. This means that he or she cannot safely use alcohol or other drugs again. Chemical dependence is a lifelong, permanent disease. It does not go away; it cannot be cured. It can only be arrested.

Chemical Dependence is a Fatal Disease. Left untreated, a chemically dependent person usually dies prematurely if he or she continues to use alcohol or other drugs.

CHEMICAL DEPENDENCE IS A TREATABLE DISEASE. Chemical dependence can be treated and arrested, and the person can be restored to a healthy and productive life.

Here is a helpful definition of chemical dependence:

If alcohol or another drug is causing continuous disruption in a person's physical, emotional, social, spiritual, or economic life, and the person does not stop using the drug, he or she is chemically dependent.

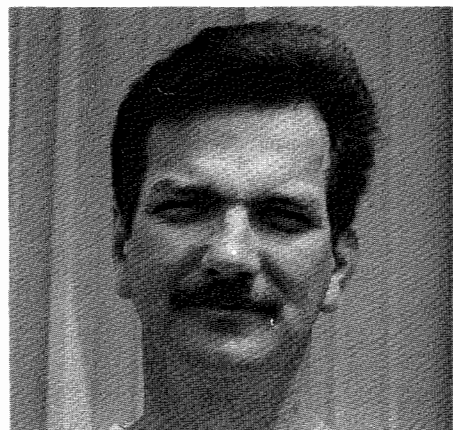
The Employee Assistance Program is here to help. You may call them at 625-8849.

EAP in need of Contact Person for Plant 2 area

Ken Tabor has informed the E.A.P. Department that he wishes to resign his position as an E.A.P. Contact Person in Plant 2. We thank Ken for the time and effort he has devoted to his position the past few months. It is greatly appreciated.

If someone in Plant 2 would like to volunteer to take Ken's place, he or she is encouraged to call 625-8849.

EAP Profile



Duane Lou

Duane Lou has worked in the 14-Inch Mill Weld Shop for 15 years. Employed at Northwestern for 19 years, Duane resides in Rock Falls with his wife Judy and their two sons, Ben (18) and Mike (16).

In his spare time, Duane enjoys fishing. He says he became an E.A.P. Contact Person because he feels the program can help someone in need. "I had a friend I lost that may have still been here if a program like the E.A.P. was here at that time," Duane commented.

Checking the stats January 1991

PRODUCTION

Department/Mill	Produced (tons)	Performance to Plan
Primary Department		
Raw Steel	135,594	N/A
Billets Cast	59,077	98.3%
Blooms Cast	75,725	88.8%
Wire Division		
Rod/Wire	3,473.1	N/A
Plant 1	8,027.0	100%
Plant 4	3,161.1	95%
48-Inch Mill	17,710	90%
24-Inch Mill	32,788	115%
14-Inch Mill	25,058	105%
12-Inch Mill	32,871	97%
	Shipped (tons)	Plan vs. Actual
Total Rod/Wire	13,860.7	- 774.3
12-Inch Mill	16,128	+ 5,128
14-Inch Mill	25,857	- 4,523
24-Inch Mill	35,246	+ 5,603
48-Inch Mill	11,273	- 727
Semi-Finished	11,109	+ 109

COMPLAINTS

Wire Division Products				
Number Recorded	Reason	By Costs		TOP FOUR COMPLAINTS = 86.5% OF TOTAL
		\$	%	
52	Vendor Defect	\$8,444	45.96%	
	Service	3,305	17.99%	
	Miscellaneous	2,880	15.68%	
	Order Entry	1,266	6.89%	
Steel Division Products				
Number Recorded	Reason	By Costs		TOP FOUR COMPLAINTS = 91% OF TOTAL
		\$	%	
65	Price	\$21,171	43.73%	
	Order Entry	10,369	21.42%	
	Bent	8,585	17.73%	
	Service	3,869	7.99%	

ABSENTEES

Normal Work Hours	Total Absence* Hours	% Absence to Normal	% Dec., 1990
485,016	27,384	5.65%	8.57%

* 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 10.31% Rate is % per 200,000 man hours (100 employees working 1 year)	Rate - Jan., 1990 11.99%
25		

Northwestern Steel and Wire Company
121 Wallace Street
Sterling, Illinois 61081

Bulk Rate
U.S. Postage
PAID
Permit No. 69
Sterling, IL


ROCK FALLS
61071

IL