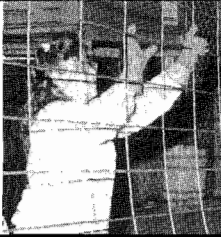
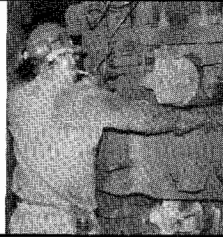


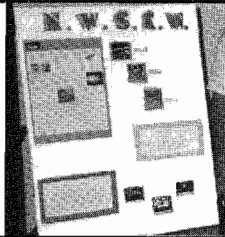
## A Look INSIDE



**Woman tackles tough job in Plant 4**  
See page 3



**QIP team focuses on safety**  
On page 6



**Model of NSW entered into History Regional**  
See page 4

# The Owners Manual

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

May, 1991

*EAP handles more than 200 cases*

## Employee Assistance Program celebrates one-year anniversary

*The names given in this article are not real, so that the identity of the clients and confidentiality of the EAP are preserved.*

Northwestern's Employee Assistance Program celebrated its one-year anniversary on May 1. EAP Manager Jim Gallentine says he is very pleased with the success the program has had in its first year.

A total of 210 cases ranging from alcoholism and drug abuse to financial problems have been accepted to date. "The success is much more than I ever expected. It's been wonderful to be able to help so many people," Gallentine commented.

Almost 40% of the cases the EAP has handled in the past year were of chemical dependency in nature. The next largest percentage of cases covered emotional problems which were usually referred to psychologists or psychiatrists. Nearly 15% of the cases had financial problems and an equal amount suffered family and marital difficulties. Finally, about 10% of the cases requested legal assistance.

### **Drug/alcohol users turn to EAP**

The EAP started up just in time for some people. One of the first clients the EAP assisted was the mother of a 17-year-old alcohol and drug user. "Jane" called the EAP the very night

she read an article in the *Daily Gazette* about its opening. "My son had just come to us for help, and then I saw that article. It was just like an answer, so I called right away," she said.

"Jane" said her son sought treatment for his problem a year earlier, but the center where they had gone cost \$1,000 per week. With the help of the EAP, "Jane" was able to get financial aid from various resources to help with the cost of the treatment center.

The EAP was also utilized early by one NSW employee who had been an alcohol and drug user for 10



years. "John" says he came to the EAP after he reached a point of no return. "My problem just progressed until I was financially broke, mentally and physically broke. I was just to the point where I had to get help - and I'm really glad I came here," he commented.

"John" says his chemical dependency problem had reached into his family life, as well as having caused him many problems with the

law. It also affected his job since he began to miss work because of the problem.

After talking with Jim Gallentine about his problems, "John" went into a drug rehabilitation center the next day. He was in the rehab program for 21 days, and

**"Jack" says the best thing about the EAP is that it provides an outlet for people to discuss anything that may be bothering them. "They didn't care what time or what day. I had Jim's phone number and he said he didn't care what time it was, and that proved to be true," "Jack" said.**

afterwards, he began attending Alcoholics Anonymous and Narcotics Anonymous (12-Step) meetings.

Without the support of the EAP, "John" says it would have been more difficult to continue attending the meetings.

"I think you really need the meetings. If I didn't have Jim (Gallentine) and the support that I had, I would've been using. There's no doubt in my mind," "John" said.

"John" was at no risk of losing his job as long as he went through rehabilitation and followed their advice. Now he attends After-Care

meetings as well as the 12-Step meetings.

This case is one Jim Gallentine and the EAP are very proud of because "John" has been very successful in his attempt to stop using alcohol and drugs. And "John" feels a lot of his success in his battle



**Jim Gallentine is Manager of the EAP, and he feels the program has seen great success in its first year.**

can be attributed to the EAP. "The EAP saved my life because I would've either been dead or in jail. And they saved my family life. My life with my kids is so much better now," he noted.

"John" highly recommends the EAP to any employee or family member of an employee who has a problem. "I believe the EAP can really save their job, and if they don't get help, they're going to end up hurting somebody else or hurting (See EAP, page seven)

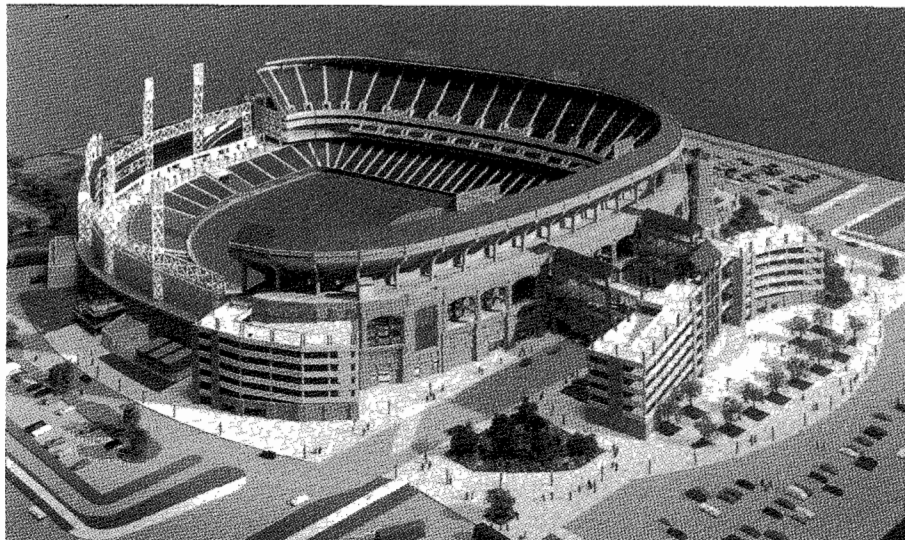
## Northwestern 'supports' new Comiskey ball park

One of the most publicized building projects in the past year included nearly 85 tons of NSW's welded reinforcing fabric.

The contractor for the new Comiskey Park, home of the Chicago White Sox, used NSW mesh for 100% of the reinforcing mesh needs. The new ball park was built across 35th Street from the oldest stadium

in the major leagues. The old Comiskey Park was torn down to provide a parking lot for the stadium taking its place.

The mesh was sold to Multiple Concrete Accessories (MCA) by Wire Products Division Inside Salesman Al Lopez. MCA is a concrete accessories supply house with three (See COMISKEY, page seven)



The new Comiskey Park in Chicago is filled with 85 tons of reinforcing mesh from Northwestern Steel and Wire Company.

## The President's Corner

Robert N. Gurnitz,  
President &  
Chief Executive Officer

*The following speech was presented by Robert N. Gurnitz at the Steel Service Center Institute meeting in San Francisco, California on May 8.*

Good morning. It is indeed a pleasure to be here. Hopefully the sunshine that we have seen in San Francisco during the past few days is the harbinger of improved times in our structural business. More realistically, we see 1991 at about 4.8 million tons of domestic shipments, down from last year's 5.5 million. For our internal planning, we see a modest improvement in 1992 with a return to near 1990 levels by 1993.

While a cyclical market, we see the structural market as being an excellent one longer term, particularly as together we gain share from concrete.

From a supplier perspective, we see enormous change and opportunity. Going back just ten years ago, the structural business in

the U.S. was dominated by the large integrated mills. Then came an influx of relatively low priced imports. As an industry, we had no choice but to get our costs in line.

Today imports are down substantially. In the wide flange area alone, imports dropped from 900,000 tons in 1989 to 400,000 in 1990. Yes, part of the reason was a weakened dollar. But another piece of the equation has to do with the rise in importance of the lower cost based mini-mills in this sector of the steel industry.

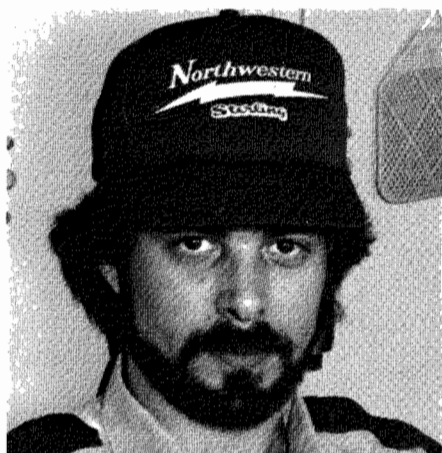
What I would like to do in the next few minutes is touch upon some of the things that we at Northwestern Steel have been doing as part of the revitalization of our domestic supply base.

First, we have made excellent progress in reducing our cost and improving the quality of our core structural product. Our employees have been given expanded training in the use of statistical process (See PRESIDENT'S CORNER, page 5)

# Viewpoint

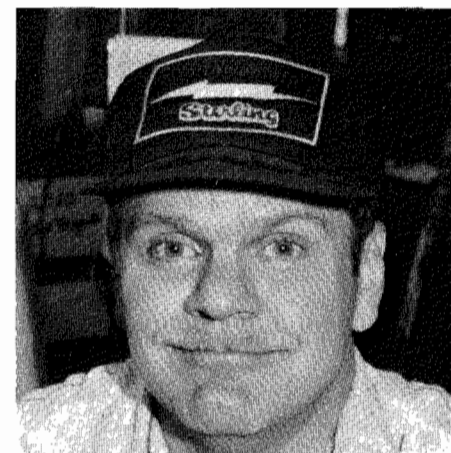
**“Northwestern’s EAP has been in effect for one year now. How do you view this company effort?”**

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; 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’s been a long time coming. It probably should’ve been here nine or ten years ago when people were losing their jobs and their families.”*

**Rick Sutton**  
Guard  
East Plant



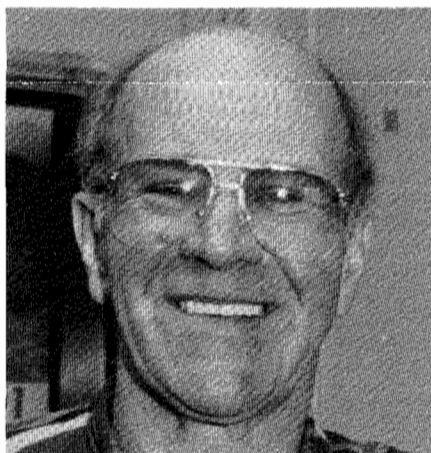
*“I think it’s a wonderful concept. I think a lot of people will be helped by it. They will be given referrals that they otherwise would not get.”*

**George Matthews**  
Nail Scale Clerk  
Nails - Packing



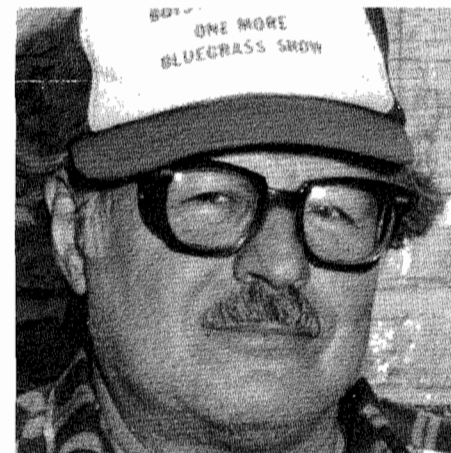
*“It’s good and it can only benefit. We probably should’ve had it many years ago. In our day and age the people that come to work have problems, and this will serve as a vehicle to help the people. If this helps one person or family, the program will be a success.”*

**Ken Church**  
PC/IC Manager  
Shipping Inventory



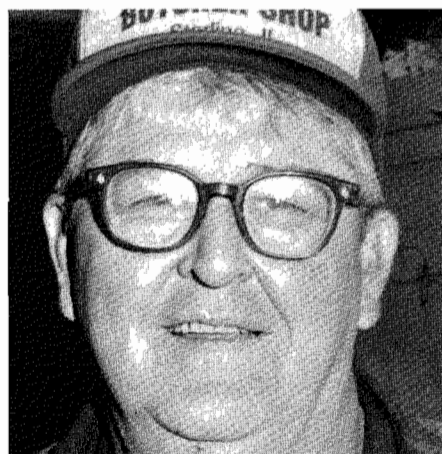
*“The EAP has helped a lot of people and I think we’re going to reap many benefits from this program in the future. If this program is used as it was designed, employees, families and the local communities will profit from it.”*

**Bob Czuprynski**  
General Supervisor  
14-Inch Shipping



*“I suppose it’s probably a good thing in its own way. Myself, I’ll go get a lawyer if I need any assistance. I feel this is a factory. I don’t feel this is the place for it. I think if you want assistance, you should go someplace and get it where they specialize in it.”*

**Stan Stefanich**  
Inspector  
Plant 4



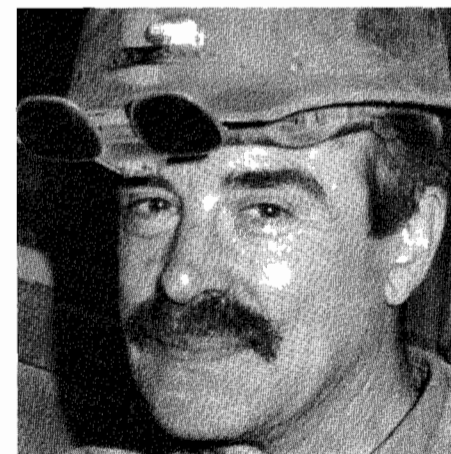
*“I know there are people here with problems, so I think it’s a good idea.”*

**Bill Helms**  
Millwright  
East Plant



*“I think it’s good that they’re trying to help the workers out. It’s a place the workers can go when they need it.”*

**Fernando Sandoval**  
Operator  
Waste and Reclaimables



*“I don’t really know that much about it to see how it’s working, but it sounds like a good program.”*

**Ed Johnson**  
Millwright  
Plant 2



*Young woman quashes any doubts of her abilities*

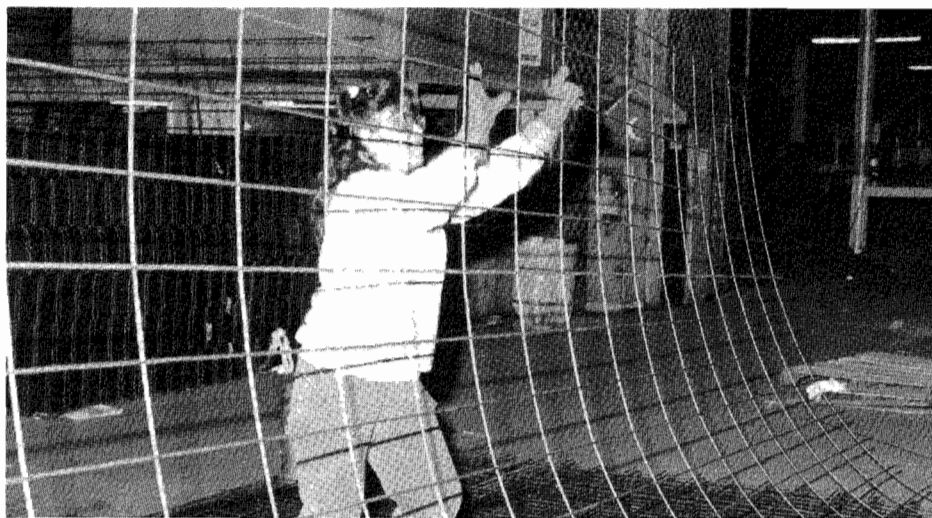
## Tough job mastered by unique employee/owner

One of the most difficult jobs in Plant 4 is probably in the Mat Department. The job consists of bundling the large sheets of welded wire fabric. Some of the larger sheets of mesh weigh nearly 200 pounds each.

Considering the physical strength and endurance to do well in this job, it may come as a surprise to many that one of the best in the department is 27-year-old Maria Trejo who only stands 5'3" and weighs 125 pounds.

Maria has worked in the Mat Department since she began there in the Labor Pool three years ago. When she is not operating the machine or helping the operator with a changeover, Maria is pulling the mats off the conveyor six inches below her head and stacking them on the floor.

It all sounds much easier than it is since the mats are so large and awkward. On an average day, Maria works with sheets that weigh more than 100 pounds each. During her



**Maria Trejo has overcome the difficulties of performing a heavy job and being one of only two women in Plant 4, to become one of the best employees in the Mat Department.**

eight-hour shift, she will have eight bundles and each bundle contains 40 to 50 sheets.

It's not always easy for a woman to be accepted in a "man's job."

Maria says many people had doubts that she could handle the job, until she proved herself worthy of the position. "A lot of people didn't believe I could do it, but then the

supervisors came down and watched me and saw that I could handle it," she noted.

Even though she has proven to be very good at her job, Maria says there will probably always be some men who will hassle her, and she says that has been hard to get used to. "There are only two women working here in Plant 4, and some men don't exactly like girls working in this job," Maria commented.

The job in Mats does have potential dangers, and Maria says that can be the hardest part about the job. She said, "Sometimes when I come in and see the really big mats, for some reason I'm scared that I will get hurt on them."

Maria does believe, though, that this fear always reminds her of the potential dangers of her job and that she must follow safety procedures.

Maria has two daughters, Lynnette, age 5-1/2 and Karen, age 4.

*Visitors impressed with NSW employees*

## Wire Products customers visit Northwestern for tour

Nearly 30 dealer members from Building Products, Incorporated (BPI) recently visited Northwestern for a tour of the Primary Department and Wire Mill. The group included six salesmen from the Sioux Falls BPI branch and their manager, as well as more than 20 dealers.

Mike Murphy, one of NSW's Inside Salesmen who services the BPI account, says that a few of the dealers who toured Northwestern primarily buy competitive products rather than Northwestern. Murphy says he tried to direct the tour so as to cover the interests of both our standing customers as well as those

whose business we would like to gain.

"We not only showed them how our product is made and reinforced some of the things they believe about our product, but also we tried to gain the interest of some of the dealers that don't use us as their primary source," Murphy commented.

The tour included the Furnace and Caster Departments as well as most areas in the Wire Mill. Murphy says the tour went very well, and he received many favorable comments from the BPI members.



**Dealer members and salesmen from Building Products, Incorporated gathered for a photo after their tour through the East and West Plants with one of their tour guides, Mike Murphy, Wire Products Division Inside Salesman.**

"The cooperation of all NSW employees was very much appreciated by the people that went

through. We take the new technologies, overall complexity and sheer size of the mill for granted, but it really is fascinating for them to witness the steel being produced and see how material flows from one department to the next," Murphy noted.

## Company and union join efforts at job fair

The Rock Falls Kiwanis Club recently sponsored a job fair at Rock Falls High School for students who are more interested in joining the work force right after graduation, rather than attending college. Several area businesses and industries attended the job fair to inform these students of their career options in this area.

Representatives from Northwestern and USWA Local 63 worked jointly at the job fair to promote both the company and the union. Don Simpson, Manager of Employment; Bill Warmbier, USWA Area Supervisor; and Ron Erickson, Plant 2 Electrician and member of

Local 63, were the company and union representatives present at the Northwestern booth.

Interested students visited the job fair during their study hall periods. The Northwestern booth offered students the opportunity to view two different videos on the company and the union. The interested students were also given company literature. Simpson says he was very pleased with the results of the job fair. "We felt we had a good response of students who sat and talked with us, and they had good questions, such as, 'What do I need to do to prepare myself to go to work at Northwestern Steel and Wire?'"

Simpson commented.

Simpson says the message both he and the union representatives were trying to convey to the students was that they should be prepared before they ever begin working at Northwestern.

Warmbier added that it was an excellent opportunity for the company and the union to work together and to show the students that there is a place for them to develop skills and still remain in the community. "We were able to jointly put the message out that there are jobs that they have to be prepared for - electricians, millwrights, welders, and so forth. So now is the time for them to prepare for these types of careers," Warmbier noted.

Warmbier said they encouraged students to take courses in these fields if that were the type of job in which they were interested in pursuing as a career. He added that these were jobs which would open up many doors for them once inside Northwestern. "We tried to promote the fact that with this experience, they could quickly advance within Northwestern," he said.

Both Simpson and Warmbier felt the job fair went well enough for Northwestern and Local 63 to participate again next year. In fact, they have already begun to plan additions to their booth to make it even more interesting to students.



**USWA Local 63 and Northwestern joined efforts during the Kiwanis job fair at Rock Falls High School. On the left is Ron Erickson, member of Local 63, and in the center is Bill Warmbier, Area Supervisor of Local 63. Don Simpson, Manager of Employment, is on the right.**

### The Owners Manual

**Leona M. Richards**  
Manager - Communications  
Services - 2211

**Maureen McKenna-Snyder**  
Editor - 2711

**Mike Davis**  
Photographer and  
Typesetter - 2413

Story ideas, comments and suggestions are appreciated and may be sent through inter-office mail to:

Maureen McKenna-Snyder  
Communications/OA



## Company softball tournament to be held July 13-14

The second annual Northwestern Steel and Wire Slow Pitch Softball Tournament will be held on July 13 and 14 this year at Centennial Park in Rock Falls. Departments are encouraged to organize their teams for this double elimination tournament and register by June 26.

The entry fee is \$65 and two Dudley softballs. Payouts based on 10 teams entering are \$300 and a trophy for first, \$150 and a trophy for second, and \$75 and a trophy for third.

One organizer, Larry Rosenberg, says the response was very good last year with 14 teams registered and about 500 people turning out for the event. He added that this year there will be a concession stand with proceeds going to the Twin City Educational Scholarship Fund (TSC).

The games will be seven innings, and each batter will be allowed three balls and two strikes. A foul ball on the second strike is an out, and when the ball hits the plate or the carpet, it's a strike. Also, there is a 12-foot arch limit.

There is no maximum number of people to a team, and co-ed teams are welcome. Each team member must be from that team's department, with the exception of a person joining another department's team when that person's department does not have a team. Also, the organizers will be checking to make sure all participants are NSW employees.

To register or ask any questions about the tournament call Larry Rosenberg, Caster, 2465, (home) 625-3429, or Chris Edmondson, Galvanizer, at 626-9496.



## May 1 retirees accumulate over 600 years of service

Twenty employees retired effective May 1. The *Owner's Manual* wishes them the best of luck for their future and a happy retirement. Congratulations!

### 36 Years

Marvin Albrecht, Accounting.  
Joe Canady, Jr., Plant 2 Pipe Shop.  
Francis Jenner, Plant 2 Electrical.  
Richard Jensen, OTR Driver.  
Lowell Mills, Plant 2 Pipe Shop.  
Misael Rodriguez, Plant 1 Pipe Shop.

Donald Skibbe, Electric Furnace Cranes.

Clarence C. Smith, Carpenter Shop.

### 34 Years

Richard C. Hoover, Plant 2 Electrical.

### 32 Years

Merle Ebersole, 24-Inch Shipping Cranes.

Ronald R. Lilly, Electric Furnace Repairman.

Genaro Zamarripa, Plant 3 Shipping.

### 30 Years

Robert D. Barnett, 24-Inch Millwrights.

Doran Everly, Electric Furnace Cranes.

Wilson McCullough, 24-Inch Mechanics.

Wayne VanMeter, Plant 3 Mechanics.

### 28 Years

Dale Anderson, Caster.

### 27 Years

Ted Swanson, East Plant Electrical.

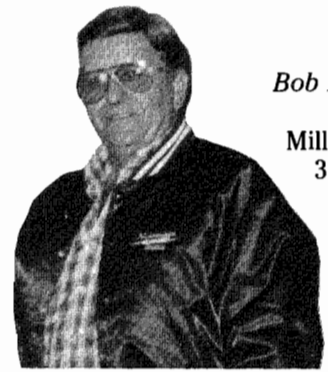
### 21 Years

Betty Henson, Sales (vested).  
Eugene O'Neal, 14-Inch Shipping.

## Retiree photo policy

The *Owner's Manual* is reinstating the policy of running photos of retirees. If you would like your photo taken (head-and-shoulders-shot only), you should contact Leona Richards, Communications Manager, Ext. 2211.

It is *not* necessary for the picture to be taken on the retiree's last day, and it would be appreciated if an appointment could be set up for the photo at least two days in advance.



Bob Barnett  
24-Inch  
Millwrights  
30 years

## Drawing Room employee claims state boxing championship



Tracy Russell, Plant 1 Drawing Room, recently won the Illinois Golden Gloves Championship and competed in the national competition. He is shown above after he was declared the state champion at the tournament held in Springfield.

Although they sometimes go unnoticed, often a celebrity can emerge from the ranks of Northwestern employees. One who has definitely not gone unnoticed is 25-year-old Tracy Russell, Plant 1 Drawing Room. Russell recently earned his fourth Illinois Golden Gloves championship in his last five years of entering the competition.

In the state tournament, Russell

not only won his 156-pound weight division, he was also voted the Most Outstanding Boxer from about 12 different divisions. Russell said the referees and judges of the competition vote for the boxer who they feel is a clean boxer and fights with good form.

Russell, who has worked for Northwestern for almost five years, somehow completes an incredibly

busy schedule every day. In between working shifts, Russell trains at least three-and-a-half hours, five or six days each week, and helps his wife, Sabrina, raise three children aged five, three and one. Russell says his schedule at Northwestern helps him to fit in all his activities. "I like the swing shift because it breaks it up and makes the months and weeks go by very fast," Russell commented.

In 1986, 1987 and 1988, Russell didn't compete in the Illinois Golden Gloves Tournament, because he felt he wasn't getting sufficient training to stay competitive. It became hard for him to find people to spar against after winning the state championship in 1984 and 1985, and he says he gradually lost his timing without that type of training.

Russell does a lot of sparring in his training now, as well as running and working out with heavy bags and speed bags. In his sparring matches, Russell boxes against a partner who is replaced every two minutes.

Russell stays in the ring throughout the switches, improving his endurance.

Russell subjects himself to this rigorous training because he has found through experience that there are a lot of close calls in the state and national tournaments. "In tournaments, often you have to either have a knockout or totally overpower your opponent, because decisions don't always seem fair," Russell noted.

Claiming the state title secured him a spot in the National Golden Gloves Tournament, held this year in Des Moines, Iowa. In the national competition, Russell defeated his first opponent and advanced into the second round where he lost in a split decision, 3 to 2. Russell's opponent, from Miami, went on to win the national title.

Russell's lifetime goal of competing in the Olympics is still within reach, and he plans to continue his training toward that end result.

## Challand student earns 'Excellent' on model of NSW

The 13-year-old daughter of one NSW employee/owner recently entered a model of Northwestern into the 1991 Illinois History DeKalb Regional. Megan Baker, the daughter of Tom Baker, General Supervisor of Plant 4, and the sister of Matthew Baker, Wire Galvanizer, made her 36" by 24" model out of Legos. She received an "Excellent" on her project, which is the second best in a series of five different ratings awarded by the three judges at the Regional.

The model Megan made is a bird's-eye view of the entire Sterling-Rock Falls plant with all the buildings constructed of Legos and the Rock River and Avenue G bridge drawn in on the plywood support.

Megan also submitted a paper on the history of Northwestern with her model. To create the model and

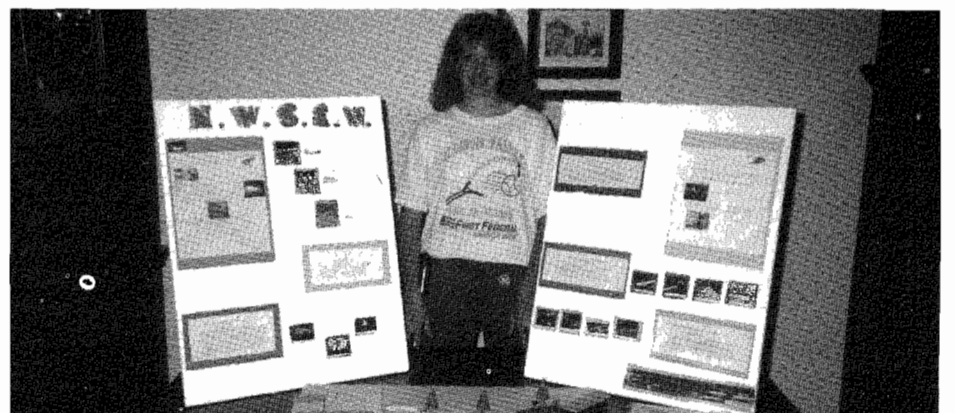
gather information for her paper, Megan referred to the small Tour Guide booklet (with its color-coded map), the 100-Year Anniversary booklet, and several newspaper articles from the library.

Submitting a model in the Illinois History Regional was required of Megan since she is in the accelerated Social Studies class at Challand Junior High School. She was one of about 15 eighth-graders that entered projects into the DeKalb Regional. She and her classmates were told at the beginning of the school year that they would have to submit either a research paper or a model in the Regional held on April 6.

Megan says she began to think of a topic to work on very early in the school year. "I thought it would be pretty interesting to research

something in our area. We could work on any topic in Illinois history, but I wanted to do something in Sterling. And my dad and my

brother both work at the mill, so I thought that would be interesting," Megan commented.



Megan Baker, student at Challand Junior High School, earned an "Excellent" on this model of Northwestern, which she entered into the Illinois History DeKalb Regional. Megan is the daughter of Tom Baker, General Supervisor in Plant 4.



## President's Corner

(continued from page one)

control techniques. Additionally, they have played key roles in refining and redocumenting our standard operating procedures.

Our most recent acknowledgement in the quality area came just this past February when we received the Japanese Industrial Standards certification. We received the certification in only seven months after

**To be a leader in our industry, continuous improvement is essential. These improvements must be in terms of customer service, cost, and quality...**

application, a record time, because we went into the process with a very substantial quality base already in place.

All of Northwestern's Sterling structural products may now carry the prestigious JIS mark, an industrial quality and classification standard acknowledged and respected throughout the world.

In addition to improving the cost and quality of our base product line, we have greatly expanded our range of products. While we have been in the structural business since 1958, our beam offering only extended into the lighter W18s. Furthermore, our production facilities were landlocked, giving us only very limited opportunity for the export market. We concluded that being a limited product range domestic player was an inadequate long range option.

To improve our product range and enhance our export opportunities, we have invested over \$100 million in the last two years. We acquired a wide flange beam mill in Houston and brought it up to 1991 standards. We spent

over \$30 million on just its refurbishment. The Houston mill gives us the capability to increase our structural products from 600,000 to over 1,200,000 tons per year.

With its deep water port location in Houston, Northwestern cannot only better serve its domestic customers, but can now competitively enter the global market as an ongoing player. This mill is on 163 acres adjacent to the Houston ship channel and occupies over one million square feet of mill buildings. And I am pleased to report that we are making substantial progress in bringing this mill on line.

The Houston 48" Mill facility will enable Northwestern to become one of America's leading producers of wide flange beams. It adds 75 new wide flange sections to Sterling's previously existing 61 sections. To date, we have successfully rolled 71 of the 75 new wide flange sections with trial rollings of our W27s scheduled for

**In addition to supplying the beam blank needs of our Houston facility, Northwestern will now be able to operate its 400 ton electric furnaces and existing casters at optimum levels...**

later this month. At that time we will be covering sections from W6 at 9 lb/foot, to W27 at 114 lb/foot to 14" column sections at 257 lb/foot.

Additionally, the Houston mill allows us to expand our bearing piling offering from 3 sections in the HP8 and HP10 range by an additional 8 in the HP12 and HP14 range. We are equally pleased that all of the new bearing piling

sections have successfully gone through their trial rollings.

To support the Houston facility with steel, we just recently brought a new "jumbo beam" caster on line. 100% of our steel is now supplied by continuous casters. In addition to supplying the beam blank needs of our Houston facility, Northwestern will now be able to operate its 400 ton electric furnaces and existing casters at optimum levels. This allows us to considerably lower the costs of our Sterling products as well.

What does all this add up to? To be a leader in our industry, continuous improvement is

essential. These improvements must be in terms of customer service, cost, and quality. While some see contradictions in those three thrusts, we don't and we will continue to move ahead aggressively. The "blue flames" as

**While a cyclical market, we see the structural market as being an excellent one longer term...**

described yesterday morning by Dr. Rutledge are burning brightly at Northwestern.

Thank you.

## Checking the stats March, 1991

### PRODUCTION

Department/Mill	Produced (tons)	Performance to Plan
<b>Primary Department</b>		
Raw Steel	108,716	N/A
Billets Cast	46,431	95.9%
Blooms Cast	41,661	91.6%
Jumbo Beams Cast	11,821	77.4%
<b>Wire Division</b>		
Rod/Wire	2,511.9	N/A
Plant 1	7,508.3	95%
Plant 4	6,062.3	103%
<b>48-Inch Mill</b>	10,856	53%
<b>24-Inch Mill</b>	31,744	109%
<b>14-Inch Mill</b>	14,116	90%
<b>12-Inch Mill</b>	36,156	104%
	<b>Shipped (tons)</b>	<b>Plan vs. Actual</b>
Total Rod/Wire	21,292.8	+ 658
12-Inch Mill	13,057	+ 57
14-Inch Mill	20,611	- 3,389
24-Inch Mill	32,099	+ 1,099
48-Inch Mill	11,168	- 2,832
Semi-Finished	14,834	+ 4,834

### COMPLAINTS

Wire Division Products				TOP FOUR COMPLAINTS = 90% OF TOTAL
Number Recorded	Reason	By Costs		
		\$	%	
57	Service	\$16,141	56.92%	
	Order Entry	4,118	14.52%	
	Short	3,612	12.74%	
	Galv. Coat	1,713	6.04%	
Steel Division Products				TOP FOUR COMPLAINTS = 79% OF TOTAL
Number Recorded	Reason	By Costs		
		\$	%	
107	Price	\$34,352	42.21%	
	Service	15,053	18.50%	
	Lap	7,966	9.79%	
	Vendor Defect	6,755	8.30%	

### ABSENTEES

Normal Work Hours	Total Absence* Hours	% Absence to Normal	% Feb., 1991
429,652	30,368	7.07%	5.66%

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

### OSHA RECORDABLE INJURIES

OSHA recordables are injuries resulting in time loss, sutures or physical therapy needed, industrial illness, etc.	Rate	Rate - Mar., 1990
25	11.64% Rate is % per 200,000 man hours (100 employees working 1 year)	11.12%

## Having a bad day?

# A few tips for handling stress in the workplace

Everyone has days when nothing seems to go right. Every time you hang up your phone, it seems to ring again within 15 seconds. An order is changed at the last minute, throwing off your schedule for the coming week and making your past week's work almost a complete waste of time. Equipment just won't run smoothly, even though people are spending 40 minutes out of every hour trying to correct the problems.

Job stress can take its toll on anyone - no matter how calm and collected he may seem. Even when the pressures are compounding at a rate faster than you feel you can handle, a leading industrial psychologist says there are several steps you can take to help reduce job stress. Michael W. Mercer of the Mercer Group in north suburban Highland Park has these tips for creating a stress-free work environment.

- Get along with people. "Low-stress employees invariably have smooth working relationships with practically everyone," Mercer said.
- Be diplomatic and tactful. Avoid acting angry or impatient even

when you're frustrated. "Expressing anger in the workplace usually results in retaliation, which increases stress," Mercer said.

- Know what's expected of you. Find out your boss's expectations of you and the expectations of your boss's boss. "By meeting their expectations, you can get ahead, plus decrease a possible cause of stress," Mercer said.

- Be a team player with your boss and co-workers. "Team players are appreciated and receive much less grief than employees who act rebellious or act like loners," he said.

- Give three compliments a day at work. "People love receiving compliments and will try to make your life easier since you made them feel good," Mercer said.

- Set goals - personal and work-related. "High stress people rarely do things to accomplish their goals."

- Keep a neat desk or work space.
- Prepare a daily "to-do" list. "A little bit of organization can help prevent you from being overwhelmed by tasks that need to be done," said Mercer.

## QIP REPORTS

*24" and EAF trying to prevent high turnover*

# QIP teams stress safety for new employees

The 24-Inch Mill Team No. 2 recently made a presentation suggesting several ideas to improve the safety of new employees in the 24-Inch Mill. The team produced a safety video and booklet to help improve job knowledge and safety procedures in the 24-Inch Mill.

The video and booklet will primarily be used for new employees and temporary employees who do not always receive extensive training because of a supervisor's lack of time to spend with new employees, and the noisy conditions in the mill prohibiting effective communication.

The 17-minute video the team

on the side of a veteran employee's hard hat when he or she is transferred into a new department. They will wear this emblem for 30 days.

The Safety Department felt this idea was so good that they will be implementing the practice plant-wide.

Rich Nolan, Chairman of the Union Safety Committee, attended Team No. 2's presentation and commented that he believed it was the best safety presentation he had attended.

The members of the 24-Inch Mill Team No. 2 are Michael Amesquita, William Anderson, Steve Bierman, John Howard, Apolinar Jaramillo,

requested that people hired into the Furnace Department be shown the video even before they leave the employment office, and watch it a second time with the general supervisor so that any questions they have can be answered.

***"I think it is a good idea for (the new video) to be monitored and changed as people watch it and time goes on," Boesen commented...***

Similar to the request made by the 24-Inch Mill Team No. 2, the EAF Team also suggested that prospective bidders into the Furnace Department be shown the video to help eliminate high turnover. The team has found that many bidders into the EAF Department get the job without realizing the potential dangers and risks involved. The result often is that an employee may only stay in the Furnace Department a few days before bidding out.

The team believes that bidders will learn enough from the video to determine if they truly want a position in the Furnace Department.

Team No. 2 said in their presentation that if even one injury

***The reasons for making the video include the fact that the current video is outdated because of recent capital investments and new operating procedures...and many people whom the team felt should be shown the video were not getting the opportunity to view it.***

was prevented, it would be worth the cost of the new video. They cited the costs to Northwestern for recordable accidents in the Furnace Department over the past three years. In both 1989 and 1990 the figure reached over \$600,000. The team said improved morale from the decrease in accidents would also be valuable.

The Steering Committee, as well as other management personnel in attendance, were very pleased with the new video, and they suggested a few additions be made to the video to make it clearer.

Finally, the team prepared a handout that will accompany the video. It emphasizes several safety points and outlines the job duties of laborer, utility man, and scale man.

This handout also includes an evaluation sheet for responses of viewers of the video.

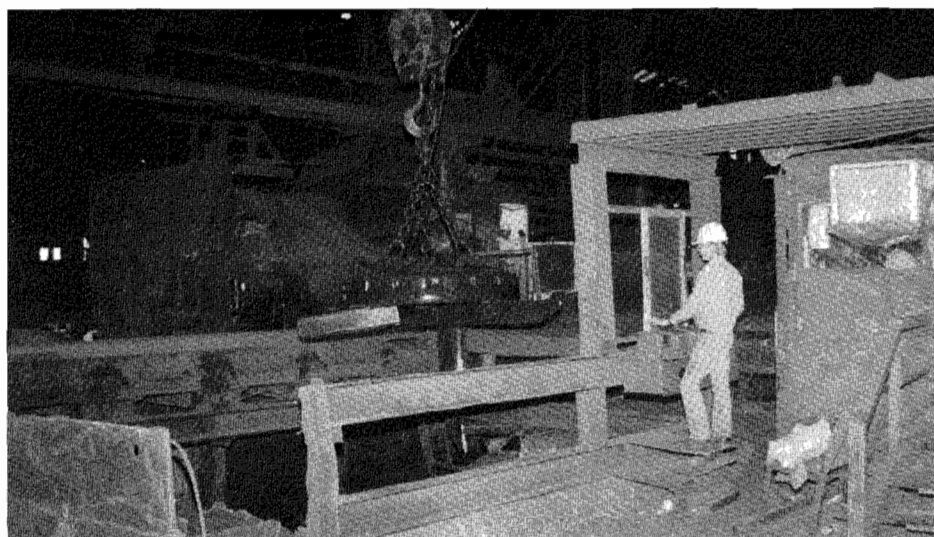
Bill Boesen, Assistant Manager of Primary Operations, said the video is a great improvement to the currently used video which is 42

***The team has found that many bidders into the EAF Department get the job without realizing the potential dangers and risks involved...The team believes that bidders will learn enough from the video to determine if they truly want a position in the Furnace Department...***

minutes long. "This is much more to the point and more practical. I also think it is a good idea for it to be monitored and changed as people watch it and time goes on," Boesen commented at the presentation.

Merlyn Bruns, Vice President of Human Resources, also attended the presentation and congratulated the team on the fine job they did in preparing the video. "This video will be utilized by the employment office for both people that want to bid and temporaries," Bruns assured the team.

The video, which is 24 minutes long, was prepared by all the team members. The videotaping was done by Chuck Bennett, QIP Facilitator, and the video was edited by the team and narrated by Jim White, team leader. The members of EAF Team No. 2 are Michael P. Cady, Roger E. Clayton, Robert R. Fielding, Jr., Frank C. Miller, Thomas J. Paschal, Malcolm Pollock, James R. White, and Michael R. Fortney. The team's facilitator is Arnie Myers.



**Pictured above is the finishing hand at the hot saw in the 24-Inch Mill. This is one job on which the 24-Inch Mill Team No. 2 focused in the Safety Manual they created as part of their presentation.**

produced will be viewed by all prospective bidders into the 24-Inch Mill as well as those who are hired for a position in the 24-Inch Mill. The video follows the path of a bar through the mill and highlights each area where extra caution is required. Nearly every job in the 24-Inch Mill is also pointed out during the video.

The booklet is 20 pages long and outlines the duties involved with the

***The team produced a safety video and booklet to help improve job knowledge and safety procedures in the 24-Inch Mill...***

first seven jobs in the 24-Inch Mill. The booklet will provide a good overview of all operations in the mill, as well as serve as a valuable reference as an employee moves into the different jobs described in the booklet.

Another suggestion the team made was to post large photos of the control boards for several pieces of major equipment with labels identifying each control. The photos will primarily be used by maintenance personnel who often work on the equipment when the operator is not present. With the labeled photos, maintenance personnel will have enough information to change the position of equipment if necessary for them to do their work.

The team also suggested that veteran employees transferred into a new department wear an emblem on their hard hat signifying this status. The team decided black and yellow reflective checked vinyl tape in the formation of a diamond will be worn

Barbara Maddox, Gilbert Quick, Rick Smith, David Sproul, Eric Langley, and Dennis Stoudt. The team's facilitator is Arnie Myers.

**EAF Team makes presentation along similar lines**

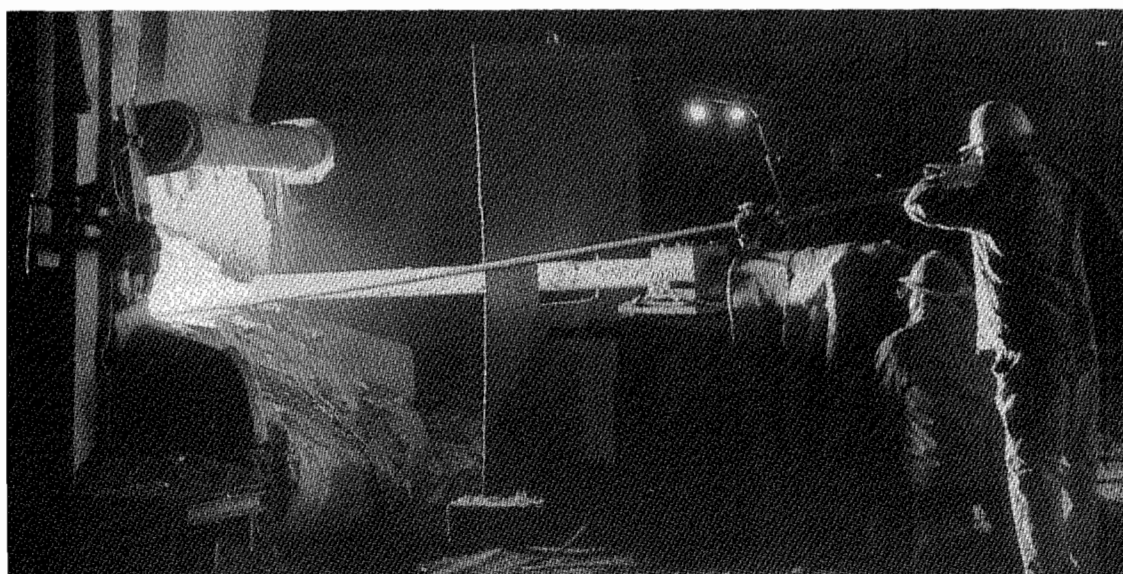
The Electric Arc Furnace Team No. 2 also made a presentation to improve safety conditions in their department. Because this is a great concern for the company, two senior vice presidents and several other top management personnel attended the presentation.

EAF Team No. 2 also produced a new safety/training video to be viewed by all prospective bidders for jobs in the Furnace Department as well as new employees who are hired into the Furnace Department.

The reasons for making the video include the fact that the current

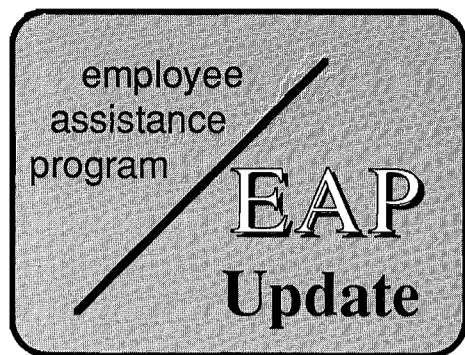
video is outdated because of recent capital investments and new operating procedures. Some of the new or updated equipment since the current safety/training video was produced are the east stir station, the ladle met furnace and the No. 8 furnace oxygen lance.

Another concern addressed was that many people whom the team felt should be shown the video were not getting the opportunity to view it. The team



**Slag doors on the furnaces are one of many areas in the Furnace Department on which EAF Team No. 2 stressed the importance of safety in their video. Because molten steel often spews from the doors during a charge, it is important for employees and visitors in the Furnace Department to know when it is safe to stand as close to the doors as employees pictured above.**





The following support groups' phone numbers are listed for your convenience:

**Alcoholics Anonymous**

625-5475 - 24 Hr.

772-4368

288-1616

589-3936 (Fulton)

**Alcoholics Anonymous (Spanish)**

626-7842

626-1655 After 5:00 PM

**Alanon**

625-5475 - 24 Hr.

772-4368

288-1616

**Narcotics Anonymous**

964-5959 - 24 Hr.

**Cocaine Anonymous**

312/202-8898 (Chicago)

**Adult Children of Alcoholics**

284-1959

**Overeaters Anonymous**

284-3796

857-2412

# EAP Profile

Ray Jamieson is an electrician in the Plant 4 Electrical Department. Ray has worked in this department 18 of the 20 years he has been employed by Northwestern.

Spending time with his two sons, David (18) and Brian (16), is one hobby Ray enjoys. He says he also likes to do some fishing.

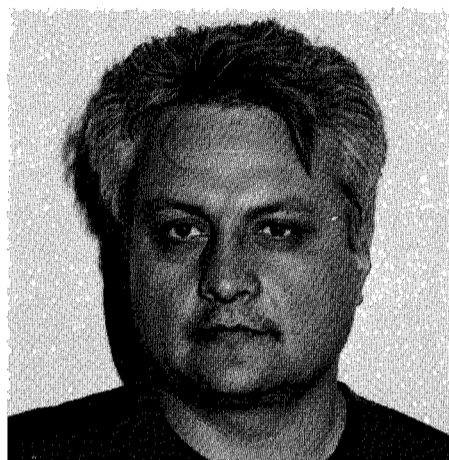
Ray is very active in Company and Union activities. Besides participating as an EAP Contact Person, Ray is serving his third term as the Recording Secretary for Local 3720, and his fourth term on the Workmen's Comp. & Insurance Committee. He is also involved with the Emergency Organization, ESOP Legislation, and LMPT.



Ray Jamieson

The reason Ray chose to become an EAP Contact Person is because he says he enjoys helping people.

## New EAP Contact Person



Carlos Chavira

Carlos Chavira has joined the EAP Team as a Contact Person in Plant 2. Carlos has been a Northwestern employee since May 1972 and is a Plant 2 Crane Operator. We think Carlos will fit in well on our "people helping people" team.

*(Spanish translation)*

Carlos Chavira ha entrado al EAP grupo como persona de contacto en la planta 2. Carlos es un trabajador de Northwestern desde mayo 1972 la planta 2 como un operador de crane. Pensamos que Carlos cabe muy bien en nuestro grupo de "gente ayudando jente."

## Comiskey

(continued from page one) locations in the Chicagoland area. They sell their products to general and concrete contractors all over the Chicago metropolitan area.

MCA sold Northwestern's mesh to Dew/Banks, the concrete contractor for the building of Comiskey Park. Mike Longfield, buyer at MCA, says the mesh was used in the actual

*"...the best part was that all the mesh they used was made in the U.S.A."*

structure of the stadium, including the support for the seats and stairs, as well as on the outside of the stadium for the sidewalks.

Northwestern's leased fleet delivered three truckloads of mesh sheets and one truckload of mesh rolls to the Comiskey construction site. OTR Driver Ken Helfrich delivered one load on the first base line inside the stadium last summer. He says the walls of the stadium were already complete at that time.

This was probably one of the most interesting places to which Ken has delivered a load. He said he was happy to see the builders of the new Comiskey buy their supplies at home. "I thought it was great that all the mesh they used was made in the USA," Ken commented.

Northwestern is the largest single-site volume producer of reinforcing mesh in the country. This item is second only to nails in volume produced in NSW's Wire Products Division.

## EAP

(continued from page one) themselves," he said.

He also feels the EAP is very beneficial to Northwestern. "I think it's a really good program for the company because I don't want to work around somebody who's using, and it probably saves a lot of money, as far as insurance," he commented.

### EAP finds resources for other types of problems

The EAP has also had several cases in other areas, such as marital problems. One client had been through marriage counseling



previously, but it had taken so long to finally get it set up, he and his wife had the time to make several excuses to not go. "Bob" had talked with one of the EAP Contact Persons several times before he came into the EAP. Once he did seek assistance, the EAP set up a marriage counseling session quickly.

"Bob" and his wife saw a counselor several times, and he says they now communicate much better and it has helped to set their personal problems at ease.

"Bob" says it is much easier to let the EAP help you handle your problem than try to take it all on yourself. "I could've done it by myself, but I would've spent a long

time spinning my wheels trying to find out where to go, who to go to, and when. The EAP got it all set up and got the program on the roll," he commented.

With any kind of problem, "Bob" says a person will find that the EAP can help greatly. He said, "It doesn't matter what kind of a problem it is, people have to open up if they want to get help, because they cannot do it by themselves. I've tried it many times and it does not work."

Another client who came to the EAP for assistance had been through a divorce and other circumstances which caused him some emotional problems. "Jack" came to the EAP after he had already been through many difficulties and didn't know where else to turn. "I heard about the EAP in safety meetings, and I was to my last string. I figured it would probably be about the best way out," he commented.

At first "Jack" just talked with Jim Gallentine when he had time and needed to talk out his problems. Later, Jim referred him to a psychologist for assistance, and "Jack" had a lot of success with this counseling.

"Jack" says the best thing about the EAP is that it provides an outlet for people to discuss anything that may be bothering them. "They didn't care what time or what day. I had Jim's phone number and he said he didn't care what time it was, and that proved to be true," "Jack" said.

"If someone has a problem, they might tell their friends. But if they need someone they can really lay it all on, and know it isn't going to get out, they can turn to the EAP," he concluded.

The EAP has had success with



Carol Price

many family members of employees as well as employees. One employee's wife was having emotional problems, and the EAP referred them to a psychologist. "Tom" says the professional help worked for his wife. "The counselor really helped my wife a lot. She has stopped going there already - not because she wanted to quit, but because she understood her problem better," he said.

"Tom" believes the EAP is a very valuable program. "It really works. As far as I'm concerned, it is an excellent program. They are always willing to help you," he commented.

### EAP reflects on past success and looks to future

Although Jim Gallentine and Carol Price have both gone through psychology courses and various EAP training sessions and seminars, the

EAP's primary function is a referral agency. Jim and Carol will assess a client's problem and recommend the professional service they feel will benefit the client most.

The EAP deals with about 40 different resources in the legal, financial, psychological, and chemical dependency fields. Their services also extend to finding financial aid or free services that many people may not know about.

Gallentine says the EAP has a few new things planned for the near future, although he says the program will primarily remain the same. "I don't want to change too much of anything. It's been good and we've got a good foundation. I'd like to build on what we've already been doing," Gallentine said.

A few of the areas Gallentine will be concentrating on are making the retirees more aware of the program and educating employees on specific effects of drug and alcohol abuse. He also hopes to start a Smoker's Anonymous group and hold stress management sessions.

Right now, the EAP holds three AA and NA meetings every week. They are at 3:30 pm on Tuesdays and Fridays and at Noon on Wednesdays at the EAP office connected to the First Aid building.

There is also an After-Care group meeting each week for people who have completed chemical dependency treatment. These meetings are held on Wednesdays at 6:00 pm at the Blackhawk Training Center. At the same time and place, there are also Family After-Care group meetings each week.

Assistance from the EAP is available 24 hours a day. Anyone requiring assistance is encouraged to call 625-8849 - day or night.



Northwestern is jumping on the recycling bandwagon, but with a company so large and widespread, it will probably take some time for everyone to break the "throwaway habit." Company recycling sounds like a good idea, but is it really practical? Isn't it a lot of trouble? Will employees go to the trouble of sorting their trash?

As much of a bother as it may seem, recycling is very beneficial. Each ton of recycled paper saves roughly 17 trees and 7,000 gallons of water, and eliminates three cubic yards of landfill space. Substituting recycled materials for virgin resources in the manufacture of aluminum cans, glass, and cardboard also brings savings in energy use and significant reduction in air and water pollution.

This new trend of recycling can be hastened if employees will take the time to think about where they should put different types of garbage. Employees can also help by starting some type of garbage separation in their department if there is not one in place already.

Recycling at Northwestern can lead to a cleaner company. Employees might think twice about throwing their garbage on the floor or in a corner if they are aware of the places to dispose of their garbage and if bins are readily available.

# Pipe Shop sets example for other departments to follow

The East Plant Pipe Shop has taken the initiative in helping with Northwestern's recycling efforts. When the department was asked to separate their corrugated cardboard for the baler in the Waste and Reclaimables Department, they went a step further by separating other waste materials.

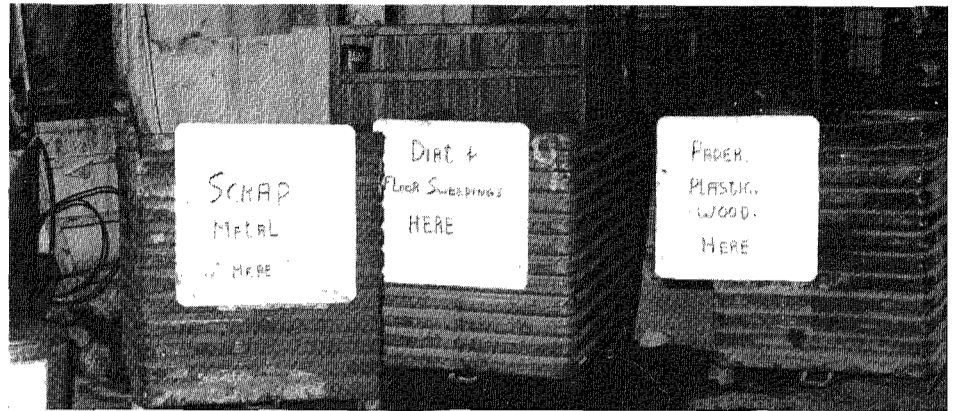
The Pipe Shop set out bins and labeled them for scrap metal, dirt and floor sweepings, and paper, plastic and wood. The employees in the department have responded very well to the recycling effort, and Maintenance Foreman Don Heeren says their cooperation is simply due to the signs on the bins.

"Since they know where to put everything, it's very easy for them to separate the waste," Heeren commented. With material being sorted out so well in the Pipe Shop, the Waste and Reclaimables

Department can do their job much faster. Employees from Waste and Reclaimables come to the Pipe Shop and take the bins to their department to be emptied, without having to take the time to sort out the materials in each bin.

Heeren says the extra effort to

label the bins was well worth the time. "We're letting the people know where to put everything, and that's communication. We could've kept telling them what to do, but it would still be hard to remember. With the signs, we've had no problem," Heeren said.



The East Plant Pipe Shop has taken the initiative in recycling and clean-up efforts at Northwestern by setting out these labeled bins for separation of garbage.

# Wire Products Division records fall during busy spring season

Records continued to fall in late March and during the month of April. *Owner's Manual* salutes the ongoing accomplishments of NSW's employee/owners for their efforts at setting these new marks.

Plant 1 Drawing Room	
Shift Record	Old Record
9 gauge (.151)	
March 25, 1991	Feb. 22, 1991
36,470 pounds	36,040 pounds
11 to 7 shift	3 to 11 shift
Paul Brunk	Mike Kinnaman

Plant 1 Drawing Room	
Shift Record	Old Record
.300 (Mkt. Wire)	
March 26, 1991	Dec. 10, 1990
35,540 pounds	31,190 pounds
3 to 11 shift	3 to 11 shift
Gregorio Garcia	Paul Brunk

Plant 1 Drawing Room	
Shift Record	Old Record
.104 (Mkt. Wire)	
April 16, 1991	Nov. 28, 1990
22,900 pounds	22,430 pounds
3 to 11 shift	3 to 11 shift
Garry O'Neal	Jerry Fullmer

Plant 1 Drawing Room	
Shift Record	Old Record
10 gauge (.135)	
March 27, 1991	Oct. 22, 1988
30,380 pounds	28,440 pounds
3 to 11 shift	7 to 3 shift
Paul Brunk	Dennis Hammes

Plant 1 Drawing Room	
Shift Record	Old Record
13-1/2 gauge (.087)	
April 19, 1991	March 27, 1989
15,860 pounds	15,390 pounds
11 to 7 shift	3 to 11 shift
Al Royer	Mike Kinnaman

Plant 1 Drawing Room	
Shift Record	Old Record
.225 Wire	
April 2, 1991	Dec. 14, 1990
29,000 pounds	27,810 pounds
7 to 3 shift	3 to 11 shift
Filemon Sandoval	Paul Brunk

Plant 1 Drawing Room	
Shift Record	Old Record
13-1/2 gauge (.087)	
April 20, 1991	April 19, 1991
16,250 pounds	15,860 pounds
7 to 3 shift	11 to 7 shift
Al Royer	Al Royer

Electro-Weld	
Shift Record	Old Record
2x2x16 - 150'	
April 4, 1991	Unknown
4,006 feet	3,925 feet
7 to 3 shift	Unknown
Richard Spotts	Unknown

Coiler Department	
Shift Record	Old Record
11 gauge Baler Wire	
April 23, 1991	Dec. 1, 1989
166 coils	156 coils
3 to 11 shift	7 to 3 shift
Sean Dennis	Gerald Fowler
Ed Crump	

# Many mark career milestones in June

Because of space limitations, anniversaries are listed in five-year increments only.

The *Owner's Manual* extends congratulations to those employees celebrating benchmarks in their careers in June.

### 40 Years

Louis Magana, 6/7/51, Brickmasons.

### 30 Years

Joseph J. Adami, 6/13/61, Plant 2 Machine Shop.

Larry J. Colberg, 6/20/61, Billet Caster.

### 25 Years

Arthur L. Atilano, 6/2/66, Trial Crew West.

Ralph Lamb, 6/5/66, Scrap Yard.  
Lanny J. Mills, 6/5/66, Plant 2 Millwrights.

Harold A. Hansen, 6/12/66, Billet Caster.

Gordon L. Spencer, 6/12/66, Plant 3 Millwrights.

Vernon L. Schwenk, 6/20/66, Netting.

### 20 Years

Loren K. McCormick, 6/1/71, Billet Caster.

William E. Kooy, 6/1/71, Laboratory.

Dennis M. Staats, 6/4/71, Electric Furnace.

David L. Rockwell, 6/7/71, Billet Caster.

Dan Gaffey, 6/8/71, Plant 5 Welders.

Charles L. White, 6/8/71, 20-24-Inch Shipping and Finishing.

Alex T. Barajas, 6/15/71, Wilson Annealer.

### 15 Years

Maurice K. Ronzone, 6/14/76, Electric Furnace.

Roy E. Sheldon, 6/14/76, Quality Assurance.

Allen L. Humphrey, 6/22/76, Trucks.

### 5 Years

William S. Gibson, 6/2/86, 14-Inch Mill.

Eric P. Colberg, 6/7/86, Electric Furnace.

Timothy E. Hodgson, 6/7/86, Electric Furnace.

Thad M. O'Brien, 6/7/86, Wire Galvanizer.

Jo A. Fisher, 6/9/86, Accounting.

Kevin L. Hager, 6/17/86, Wire Mill Drawing.

Timothy A. George, 6/25/86, Labor Pool - Plant 4.

Elwin R. Janssen, 6/30/86, Trucks.  
Edward T. Ruth, 6/30/86, Trucks.

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

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



IL