

LUFKIN

SEPTEMBER 1982

ROUNDUP



**Employee Cutbacks . . .
Why they were necessary**



FROM THE PRESIDENT'S DESK...

FELLOW EMPLOYEES:

It has been a difficult six months for our company. We have seen a drastic change in our business. With the oil industry down because of lower oil prices and high interest rates and taxes, our pumping unit sales have dropped dramatically. The economy also is affecting the number of gear and trailer orders.

We are feeling the effects of a recession that has plagued other parts of the nation for some time. It has become necessary to cut our operating expenses, and unfortunately, that includes reducing our workforce. Since May, we have laid off more than 1,400 employees, and it is possible there will be more layoffs.

The situation has not been easy. We regret such a loss of talent and skills. But there are things we can do to reduce the number of layoffs.

We can be as innovative as we can in obtaining sales, establishing new contacts in the industry while maintaining old ones. We can improve productivity and efficiency, finding new ways to cut the cost of manufacturing our products. We can keep our work force lean, making sure every job is both necessary and valuable.

We can become more conscious of quality, producing the best product on the market. We can become more service-oriented, backing each sale with quick and reliable service.

During the last several months, we have had an opportunity to take a good hard look, through the efforts of our sales department, our customers, and our suppliers, at the requirements of oilfield equipment in the near future.

I am certainly not a pessimist, but from what I can see, we have some bleak and short months of shipments for the rest of the year 1982.

We cannot expect much new business until the 10,000 surplus pumping units in the United States are used up, and the oil companies start up their drilling programs again. In the meantime, we will strive to get every order available and provide as much work as possible for our employees.

We have seen hard times before in our history, and we have survived them, returning after each recession to be tougher and stronger.

Our company is financially strong, and I feel sure that with your help, we can weather this storm and be ready for the sunshine when it comes.

A handwritten signature in dark ink, appearing to read "J. Deland". The signature is fluid and cursive, with a long, sweeping underline.

Channels To The World

Amateur radio operators don't just gab.

Frank Phillip's interest in amateur radio dates back to his high school days in the 1930s. Mike Miles was 12 years old when he received his first ham radio license. Both these electrical department employees assist in emergency communications, report weather information and chat with people around the world.

"This is the only hobby that is controlled by international law," said Phillips, who is emergency coordinator for Angelina County amateur radio operators. He and Miles, assistant coordinator, are involved in the Deep East Texas Amateur Radio Club's offer to provide communications facilities for Lufkin and Angelina County agencies in case of a disaster.

The club is affiliated with the Amateur Radio Relay League, a national organization that maintains a constant working relationship with the Red Cross. In case of emergency conditions, local ham operators would set up their radio equipment at local hospitals and KTRE-TV.

Often the general public is unaware of the public service of amateur radio operators. "They confuse us with citizens band radio operators," said Phillips. "And citizens band and amateur radio are as different as whiskey and water."

"The backbone of amateur radio is public service," Miles added. "Ham operators must pass a test before they go on the air. And we are self-policing. There is no funny business. The federal government realizes this, and we have quite a few privileges. We can legally run a thousand watts, and we operate on many frequencies."

Different ham operators have different interests. Phillips has talked to people in more than 200 countries around the world. Miles is intrigued with the technology of amateur radio. But, they both help the National Weather Service by reporting unusual local weather conditions.

Through the Skywarn program, local amateur operators report weather conditions to the net control station, which Miles operates. He in turn sends the information to the National Weather Service. Since radar cannot detect a tornado, the weather service relies heavily on amateur operators for this information as well as other local weather information.

A repeater station, built by Miles at the expense of the local club, allows operators using



(l-r) When they are on the air, Frank Phillips is W5QPH, and Mike Miles is WD5EFY. Amateur radio operators are proud of their call letters and their service to the community.

hand-held radios to communicate at greater distances. The repeater can operate on battery power in case of a power failure.

Phillips experienced a major power failure in 1947 when he lived in Pensacola, Florida. He and two other ham operators using a borrowed generator in a garage were the city's only communication link with the outside world for three days after a hurricane knocked out all commercial power.

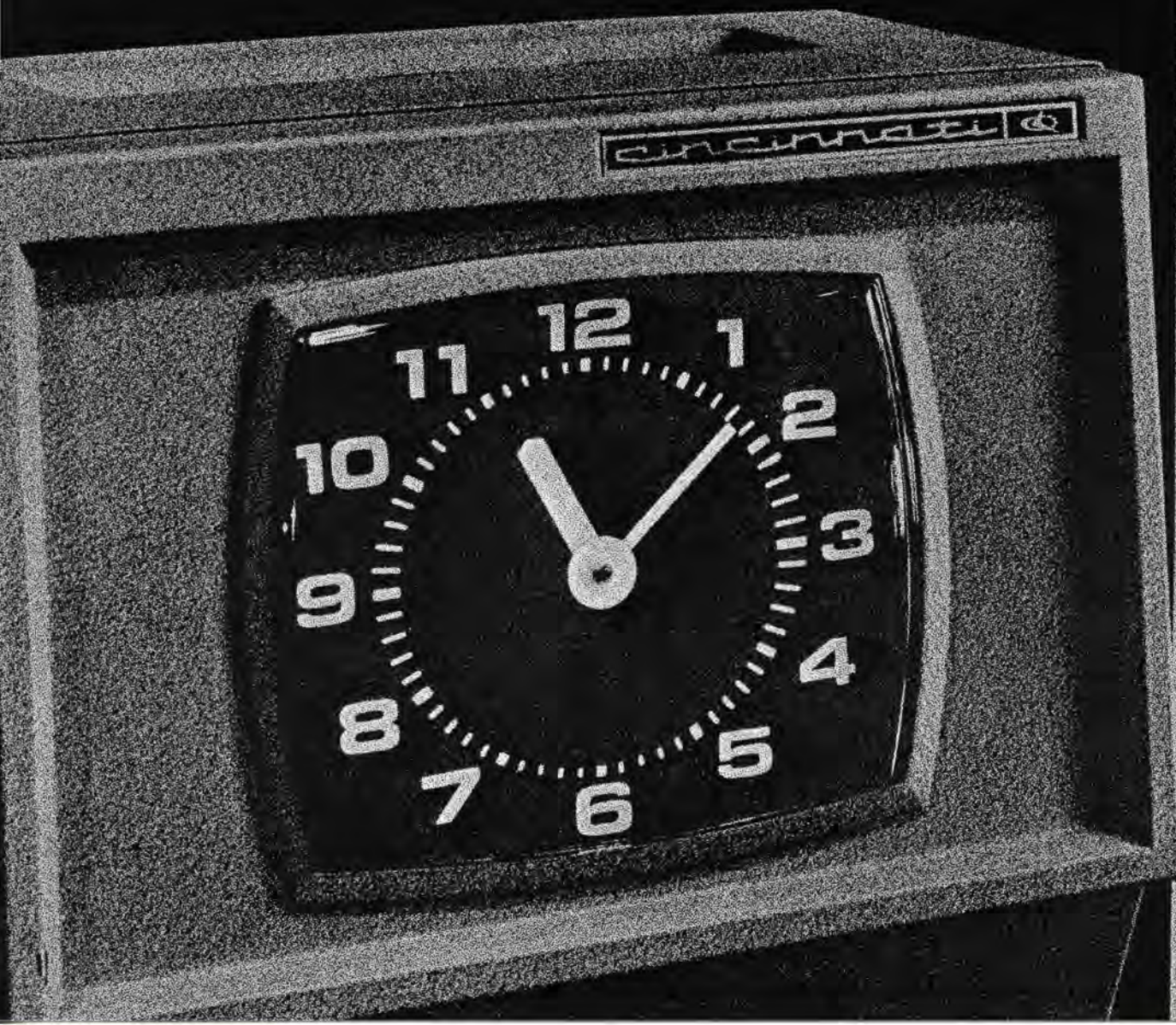
In more recent years, Phillips and Miles worked with local ham operators who provided communications for refugees from Hurricane Allen.

Each summer, local ham operators simulate an emergency situation in a field day to test their equipment and skills. The repeater station operates on a battery power during this time. Some 25 local amateur radio operators are prepared to assist the community with emergency communication in case of a disaster.

And they have friends around the world. "It's fun to talk to someone in Australia on something you made yourself," said Phillips. □

Employee Cutbacks: Why They Were Necessary

As new orders dropped, and production slowed,
the company was forced to lay off
many employees.



A new joke cropped up on a company bulletin board last month. It simplified several economic definitions. A recession was when your neighbor lost his job. A depression was when you lost your job. It was a joke but at Lufkin Industries no one was laughing. It hit too close to home.

For the past four months, the company has been involved in a reduction of its work force. The layoffs have been forced by a downturn in the oil industry that has caused the cancellation of millions of dollars worth of pumping unit orders. As shipments dropped from an average of 186 units a week in April to an average of 63 units in July, it became evident that there were too many people on the payroll for the amount of incoming work.

No part of the company has been unaffected by the personnel cutbacks. Both production and office forces have been cut by sizeable amounts. There were 4,430 persons on the employee rolls in March when the company shipped a record 1,068 pumping units for one month. By August 26, that number through layoffs and attrition had been reduced to 2,638 persons, a 40 percent drop. Since 1980, during the height of the pumping unit boom, the company had hired nearly 1,100 new people. Now most of those are gone.

For the employees that remain, the slowdown has

meant reduced workweeks and a plant shutdown. Paychecks that once reflected 48-hour-plus workweeks have been cut. Many employees have been reclassified and placed into different jobs. Third shifts have been discontinued in most areas of the plant, and second shifts operate with a minimal number of persons.

The business situation changed so suddenly that there was little time to prepare employees for it. When the downturn first began, the company hoped it would be only temporary. Overtime was eliminated, and officials monitored sales activity closely. As the situation worsened, the workweek was shortened. After several weeks, with the number of cancellations increasing daily and no turnaround in sight, the decision was made to reduce the labor force.

"The company's strong financial position permitted us to keep all of our people working as long as they did," says Mike Penn, vice president, manager, machining and assembling operations, Machinery Division. "We could not see losing trained and experienced personnel if the situation was only temporary. Unfortunately, it was not, and we have had to cut the labor force in the machine shop by 30 percent."

The first layoffs in almost 20 years began in May. "We approached the reduction in personnel very cautiously,"

Employee Cutbacks *(continued)*

continues Penn, "on a week-to-week basis. As the number of orders and cancellations were reviewed, and reports were gathered from production, we would decide how many people we could keep working another week."

Handling the cutbacks weekly often meant employees received little notice before a layoff. "There have been some complaints about that," adds Penn, "but it was a trade-off. We could have had one big layoff, based on a long-range outlook, and lost people that might not have had to go. Or we could have continued to employ them as long as we could in hopes of a turnaround."

Foundry officials also had to deal with the problem of inventory and its effects on production. "In March, we were working overtime trying to produce enough castings to meet 200-plus orders a week. To meet the demand, we were purchasing almost 50 percent of our castings from outside vendors," says E.G. Pittman, vice president, foundry operations. "When business dropped so abruptly, there was an excessive amount of inventory for the amount of orders."

Immediately, outstanding orders for castings were cancelled. But many had already been filled and were on their way to Lufkin. The company was obligated to buy these castings, so inventory grew.

"There were two ways we

could reduce inventory," explains Pittman. "We could shut down completely and let it deplete itself, subjecting our employees to a long, extended shutdown, similar to what Lone Star Steel did two weeks ago. Or we could cut our production and crews back to where we were manufacturing fewer castings than were being pulled out by the machine shop. The second method would take longer, but it was less painful for our employees."

Foundry production was reduced dramatically. "At one time, we were putting around 280 tons of castings on the yard each day, and we were receiving another 200 tons of castings from other foundries. Now we are putting out only 30 tons of castings each day, and we are receiving practically nothing from outside vendors. Those figures reflect production from both the Lufkin and Little Rock foundries. Employment is down 50 percent in both plants."

Structural steel and final assembly and shipping employees were in the process

of opening a new plant when the crunch hit. "Like other parts of the plant, we had added a large number of employees in a short time," says W.T. Pennington, vice president, structural steel, final assembly and shipping operations, Machinery Division. "Our management had done their homework, acting on the best information and data available. We had hired enough people to produce 200 or more pumping units a week. Every possible analysis of the oil business had been made. The whole industry was caught unaware."

As in other areas, layoffs were based on abilities and seniority. "We developed several contingency plans. If we sell 'X' number of units, then we need 'X' number of employees for 'X' number of days. We then reduced our work forces accordingly." The two departments have laid off around 42 percent of their employees.

Slow business was nothing new to the Trailer Division. Trailer sales had been down since 1979 and the division had



(Far, right) A backlog of gear orders has kept industrial and marine gear production employees busy throughout the slowdown. (Center) When the slump hit, the foundry was producing and purchasing enough castings to manufacture more than 200 pumping units a week. An excessive amount of inventory developed. (Right) Structural steel employees are fabricating heavy steel for the large castings foundry under construction.

been assisting in pumping unit fabrication and assembly. As more and more pumping unit manufacturing was moved back to the Machinery Division, the trailer plant had to reduce its number of employees.

"Nearly 50 percent of our employees were involved in pumping unit production," says Dick McKay, vice president, Trailer Division. "The downturn in the oil industry also hurt our float business. New float orders stopped. The oil patch is the primary buyer of that type of trailer."

Some newer trailer employees were kept working a few weeks longer by transferring them temporarily to the Machinery Division. When work slowed there, they were sent back to the trailer plant and released. Since the layoffs began, the division has lost 45 percent of its employees.

Laid off personnel are eligible to receive unemployment compensation, a benefit provided by taxes paid by Lufkin Industries. Applications are filed at the Texas Employment Commission. Employees also have the option of retain-

ing their insurance program for two months, with the company continuing to pay its portion of the premium.

Still, notifying an employee that he is without a job is difficult for everyone involved—the employee, his fellow workers and his supervisor.

"Most of our people in the trailer plant were expecting a layoff," says McKay, "so there was no element of surprise. You get mixed reactions. Some people accept the news well. Others are bitter. It is not an easy situation for anyone."

In the structural steel and shipping areas, managers met with laid off personnel in groups. "They have been very understanding," reports Pennington. "They know we are doing everything we can possibly do."

Pittman called it an emotional time for foundry employees. "We all feel a strong sense of loyalty to our employees. There are feelings of concern and regret."

Machine shop personnel were also sensitive to the plight of the laid off employees. "It was upsetting

for everyone," says Penn. "You never get used to saying goodbye to fine people. There is a feeling of loss."

As the number of layoffs have increased so have the number of rumors that have spread through the plant and offices. Communication has become even more important during this critical period.

"We meet with our supervisors in the foundry each week to keep them informed and answer any rumors," says Pittman. "Through our weekly information bulletin, we try to let our employees know exactly what is happening within the company and the markets it serves." (see IN FOCUS)

Every effort has been made in all parts of the company to keep employees on the job. In May and June, the company offered a special 13¾ percent interest rate to customers that would purchase five or more trailers. The special promotion resulted in the sale of 317 trailers, generating \$4 million worth of business.

"We knew that many of our customers were waiting for a drop in interest rates before



Employee Cutbacks *(continued)*

they bought," explains McKay. "At the time, the prime rate was 16¼ percent. With the special rate, our sales personnel were able to say, 'If you need trailers, buy them now. There's no use waiting with this interest rate.' Many of our customers agreed, and they bought."

The trailer plant is also fabri-

cating flasks for the foundry department, while the structural steel plant is assisting in the fabrication of heavy steel for the new large castings foundry under construction. All production areas are involved in efficiency programs that will reduce the cost of producing LUFKIN products.

"We are examining ways in

the foundry to eliminate all types of wastes, in labor, materials, energy and excess scrap," says Pittman. "A good thing to come out of this slow-down is that we have all become more quality and cost conscious."

Penn adds that products now, more than ever, must be produced as efficiently and

History Repeats Itself Employees remember diffi

Layoffs and cutbacks are unpleasant for everyone. Few employees find themselves really prepared for such things. However, those who have been with the company for many years have seen it happen before. They know that times will get better.

Employees who worked through the 1950s and 1960s remember short workweeks, shutdowns and layoffs. In the early 1950s, three-day workweeks were common. Pumping unit and trailer business was slack.

Four longtime employees, J.W. (Pewee) Smith, Trailer Division; J.W. (Sonny) Summers, foundry retiree; Lynwood DuBose, foundry; and Smitty Reeves, machine shop; shared some of their experiences during lean years in the past.

"Sometimes in the 1950s we worked two days a week. Sometimes, we would be off three weeks before we started back to work," said Smith, trailer welding inspector, who has been with the company since 1944. "We worried about getting laid off. Jobs were hard to find. As far as work habits, things were about the same as they are now."

Summers, foundry retiree who started working in 1950,



J.W. Smith

was laid off in 1957, but luck was on his side. He won \$100 free groceries a month for a year when the Safeway store opened that year. He worked his cattle for several months before taking a job at Southland Paper Mill. Then he was the first one called back in the foundry.

"The next layoff, about two years later, they got down to me again," Summers recalled. "But this time, they transferred some of us to other departments until things got better."

When Summers had to lay off some of his employees in



J.W. Summers and Lynwood Dubose

the foundry side bay this summer, he understood their feelings. He was able to find jobs for some of the men. Others hauled hay for him to pick up extra money.

DuBose has seen the ups and downs of business since 1944 when he started working nine hours a day as a core setter and finisher in the old foundry. After 35 years, he became a foreman in the counterweight foundry, but as a result of recent cutbacks, he is back at his former job. DuBose remembers worrying about being laid off in the

economically as possible. "As the slowdown progressed, we could see the need to be more efficient. Productivity improvements are a must. We are now emphasizing the basics in management and supervision."

The trailer plant is also emphasizing the importance of efficiency. "To compete, we have had to cut our prices,"

explains McKay. "We cannot slow down our trailer manufacturing process. If we do, our production costs go up, and we lose money on what we sell."

Have the employee cutbacks stopped? That question cannot be answered by company officials . . . yet. Too many questions about the market-

place remain unanswered. When will crude oil prices go up? How long can interest rates stay high? Are there signs of a recovery in the economy?

Too many factors are outside the control of Lufkin Industries and its people. We can only wait for the turnaround, and be ready when it comes. □

cult times in the past.



Smitty Reeves

1950s, but the cutbacks then were more gradual than recent ones.

"In 1957, when it started to go down," DuBose recalls, "we worked four days a week. Then we got down to four days one week and two days the next. We worked that for a while, then we went back on four days, seven hours a day." After about 12 to 18 months, business improved.

"This time, it went down overnight," he said. "I was a foreman at the time. There were 300 3-CRO counter-weights in the schedule. They

needed them real bad. The next day or two, they told me to take all of them out of the schedule. We had 300 too many already. It happened that fast."

DuBose, who is 57 years old, feels that the cutbacks are harder on younger employees who have debts. "It seems as though it was easier to get by back then. We just didn't have as much."

"Six or seven months ago, the younger generation would not have believed that this could happen," said Smitty Reeves, a machinist with the company since 1950. "Some of us older fellows have talked about it being overdue. We've seen it happen before. I recall one time back in the 1950s, the boss told us if we wanted to buy anything, now was the time. The company had a two-year backlog of orders. Then all at once, we were on short workweeks."

During a slack period in the 1950s, Reeves remembers machine shop employees watching for the mailman each day. When he arrived, they rushed over to him to see if any units were added to the schedule. "This might mean we could pick up an extra day's work," he said.

Yet, Lufkin Industries has

always been considered a good place to work. In the 1950s, Smith started working for 50 cents an hour, but this was better pay than he could get working at area sawmills where starting pay averaged 35 to 40 cents an hour. "Everybody thought Lufkin Foundry was a better place to work," he said. "Even then, it was one of the bigger companies in the area, and you had more chance to advance yourself."

During the past ten years, the company hired many new employees. Six-day workweeks and then seven-day workweeks became accepted as normal. Overtime became standard. The company could not produce enough pumping units. It looked as though the boom could last forever, but these four longtime employees had seen such booms come to an end.

All agree, however, that business will improve. Some of them predict that by January, the picture will be brighter. Others feel that it will take longer for the company to hit an upward curve since the slump is nationwide. They all express faith in the company and its ability to weather the current situation. They have seen it happen before. □

Odessa-Midland... In

Branch office serves the number-one oil-producing area in the United States.

Oil was discovered in the Permian Basin in 1926. Today, the cities of Midland and Odessa thrive in the heart of that basin. More than 20 percent of the nation's proven oil reserves and 13 percent of its gas reserves are located here, and oil rigs dot the landscape.

Odessa is forecast to be the sixth-fastest growing city in the United States in the next five years, while Midland serves as the exploration and administration center of area oil and gas industries.

This area is one of the brightest beams in the blossoming Sunbelt. Rich natural resources make Midland and Odessa an energy center of the world. Located halfway between Fort Worth and El Paso, the neighboring communities form the industrial crossroads of West Texas.

Odessa is the home of the world's largest display of oil and gas equipment, the Permian Basin Oil Show. Since the 1920s when it was only a warehouse, LUFKIN's Odessa machinery sales and service office has supplied and serviced LUFKIN oilfield equipment in this area. "We serve all the major companies here just like they do in other areas," said Doyle Herndon, district manager. "Now we're finding the independents are a tremendous market."

Sales in the Odessa branch doubled between 1980 and 1981. "We will all remember 1981 as the year of the energy crunch," Herndon continued. "People were crying and screaming for equipment. And we were no exception. We just couldn't furnish the equipment that was needed out here."

During the crunch, when many competitors began hiking their prices, LUFKIN pumping unit prices remained stable. "Our customers are coming to us now and thanking us for not giggling them while they were down and couldn't do anything about it," said Herndon. "I believe, when business picks up again, we are going to be even stronger than we were before."

Herndon came to the Odessa office as a salesman in 1962. Keith Walters and Jim Still work in sales, and Elaine Thomas is the branch

The Heart Of The Permian Basin



secretary. About ten years ago, the branch office was moved to its present location on Highway 80.

"We are real proud of our facilities," said Herndon. "We did a lot of remodeling work ourselves." The yard covers roughly three acres; the warehouse is about 13,000 square feet. There is a shop in the warehouse where repair and service work is done.

With these facilities, the Odessa branch does much of the repair work rather than sending it to Lufkin. "We do a lot of gearbox and bearing repair work," Herndon said. "We can't do the press work on cranks and gears, but that is done at a local machine shop. Our shop is rigged up well enough that we can tear down gearboxes, repair them and put new gears in them." Louis Miceli and Mike Lackey are servicemen for the branch.

Last year, warehouse personnel Nathan Kawacich and Frank Frausto handled more than \$2 million worth of parts through the warehouse. Frausto who is bilingual is able to communicate with Spanish-speaking customers.

One of the company's oldest branches, the Odessa office has established a tradition of serving the oil industry in the Permian Basin. Like the Midland-Odessa area that it serves, this office has developed with the oil industry since the 1920s. □



(Far, left) Doyle Herndon, district manager, began working in the Odessa office 20 years ago. Secretary Elaine Thomas has been with the office for four years. (Above, center) One section of the Odessa branch warehouse is used for service work. (l-r) Mike Lackey and Louis Miceli replace the bearings on an air cylinder for a LUFKIN air-balanced pumping unit. (Left) Salesmen, Keith Walters and Jim Still, find the TI-59 calculator, which is programmed in the Lufkin office to size wells, a valuable sales tool. (Above, top) The Odessa Branch features sales offices and a large yard and warehouse for repair work.

IN FOCUS

Company Announces Promotions

Three promotions have been announced by company officials in three areas of the company.

In the Machinery Division, Joe Simmons has been named manager of the manufacturing engineering section of the industrial engineering department. Simmons has been employed with the company for 17 years as a manufacturing engineer and as assistant manager of manufacturing engineering.

He holds a bachelor of science degree in industrial technology from Texas A&M University. He is a member of the Society of Manufacturing Engineers.

He and his wife, Peggy, reside in Lufkin with their three sons, Jeffrey, Brady and David.

Wesley Davis has been promoted to group leader, pumping units for product design engineering. Previously

a designer for the department, he joined the company in 1976.

A graduate of Angelina College with a degree in drafting and design technology, he also attended North Texas State University and Stephen F. Austin State University. He and his wife, Frances Ann, reside in Lufkin. They are the parents of two children, Lisa and LaShelle.

In the Trailer Division, Harold Newsom has been named to

succeed C.E. Hicks as manager of the billing department when Hicks retires in January after 44 years with the company. Newsom will serve as both order and billing department manager.

An employee since 1954, Newsom holds a bachelor of science degree from Stephen F. Austin State University, and is retired from the U.S. Air Force Reserve. He and his wife, Geneva, have three daughters.



Joe Simmons

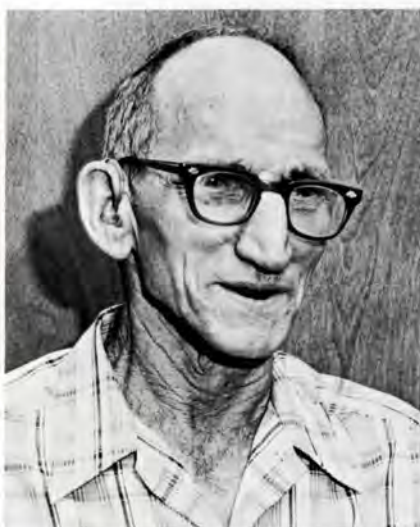


Wesley Davis



Harold Newsom

Structural Steel Employee Retires



W.A. Hopson

W.A. (Hop) Hopson has retired after 38 years with the company. At the time of his retirement, he held the most seniority in the structural plant.

While on route by bus to check on job prospects in Texarkana in 1944, Hopson stopped in Lufkin to check on a home he owned near Huntington. He visited with the man renting the house while he dug a ditch outside the LUFKIN personnel offices.

After Hopson left, personnel manager Howard Trout told the man that he had a job for Hopson if he wanted it. The message was never delivered.

The next morning, however, Hopson again stopped by the personnel office. When asked if he was ready to go to work, his stunned reply was, yes. Thirty minutes later, he was grinding gun trails for military work the company did during World War II.

Hopson spent his career with the company in the structural steel plant. He swept floors and straightened beams with air hammers. He laid out work for the shape cutters and burned gear boxes with hand torches.

He and his wife have reared 10 children. During his retirement, he plans to work his cattle and take care of his timber on his farm outside Huntington.

In the news . . .

Ed Dixon, purchasing agent for the Machinery Division, was the first person in Lufkin to receive a lifetime membership as a certified purchasing manager from the National Association of Purchasing Management. To qualify for certification, he passed four different modules of examinations, and accumulated points from seminars, educational background and professional



Ed Dixon

Representing the company during Fourth of July activities were (l-r) (front row) Larry Walker, Laura Turner, Linda Dunn and Martha Murphy; (back row) Chris Farris, Sherri Malnar, Willie Hageon and Tim Stewart.

experience. The certificate was presented at the July meeting of the Purchasing Management Association of East Texas, Lufkin/Nacogdoches Satellite . . .

Company representatives, the **Machine Shop Mashers**, took third place during the

Fourth of July Almost Anything Goes competition at Ellen Trout Park. The team won the right to represent the company when they placed first during the Almost Anything Goes competition at the annual company picnic in May .



Newsletter Informs Employees About Daily Events



Foundry and pattern shop employees are being kept informed about daily company operations and the current business situation through an information bulletin, **INSIDE STUFF**. The newsletter is written by E.G. Pittman, vice president, foundry operations, and it appears on departmental bulletin boards.

The bulletin features information about drilling

activity in the oil industry and how it affects sales and production at Lufkin Industries. It also includes safety and motivational messages along with an occasional cartoon.

The newsletter was originally issued in 1976. It was revived in April when the downturn in the oil industry began. Issues are published during special situations.



REMINISCENCES *by Guy Croom*

Retiree Fish Fry

On June 8, 1982, the company was host to the retirees and their wives with a fish fry. Mac Smith drove me down there and back. Twenty-four hours later, she would be Mrs. Mac Croom.

Kermitt Gammill tells me there were 170 people at the party. It doesn't seem to make any difference how often or how many there are, Kermitt and Kathleen always greet you with a hearty welcome and make you feel as though they were glad you came. Their patience never seems to wear thin.

In the kitchen, Idear Finly and her crew, if possible, did a better job than usual with all the food (except the peach cobbler—it was not up to Priss' standards.) The fish was exceptionally well-cooked.

I hope Bill Cater got his annual can of beer during the evening. Simon and Loucile Henderson were there as guests of John Winston. It was my good fortune to sit at the same table with them. Ole' Simon and I have been friends for many years. I admire this couple for their philanthropy, and the nice things they have done for our city.

Arthur Nelson and wife, of whom you hear no adverse criticism, were there. Pete Largent and wife were also in attendance. Ole' Pete and I once played baseball on the same team. Pete could "wallop" that ball, too. His wife came from Pollok. She must be alright because all the people that I know that come from Pollok are fine folks.

Weldon Largent would have had a hard time finding a finer person for a wife than Irene Parker. And where are you going to find a better man than William Higdon? I imagine the same thing could be said of his wife.

When I hired Joe Burnett, he was driving a truck for Corbett. Walter Hall was the book-keeper. I knew Walter so I called and asked

what he knew about Joe. He said, "He's the only honest truck driver I know of." If Vera Burnett can't take you where to catch fish then there "ain't none."

Jimmy Thompson was a good dependable employee. Jimmy and his wife love the outdoors and spend a lot of their spare time at their club house at Dam B. They usually bring home some fish.

I don't know much about Woodie and Grace Wallace, but I know Woodie was a faithful employee at the foundry. He was a night foreman over there for a number of years.

Bill Spitler knows a lot about this East Texas country. I never met a finer man than his dad who retired from the Mill Supply (if memory serves me right) at least 30 years ago.

If you are lucky enough to be invited to one of Shorty and Mary Jackson's cookouts and fish fries, I advise you to make an effort to go. If you don't, you missed something good.

Rudy and Cletis Fuller were there. I don't know much about Rudy, but I do know Cletis is a versatile woman. She was a good milling machine operator, and she seemed to fit in perfectly in the engineering department.

A.A. Lee is as dependable as they come. Fine people are Seymour and Mabel Curtis. Too bad all of us do not have the energy and capability that Seymour possesses. My maid and cook does a lot of bragging on Oliver McKay and wife. And I, myself, think they are worthy. Jim Odom is to be commended for furnishing transportation to several of the boys.

Calvin Stevens seems like kin folk to me. I've known him all his life—a fine family were the Stevens.

And the next retiree fish fry, if there is a next time, it will be Mrs. Guy Croom that does the driving.

ANNIVERSARIES

STRUCTURAL STEEL OPERATIONS

	Employment Date	Years With Co.
Marion Christie	September 1, 1955	27
Coy Minshew	September 11, 1961	21
William Hutson	September 6, 1962	20
Marvin Tarver	September 16, 1963	19
Royce Ashworth	September 30, 1963	19
Glenn Edwards	September 14, 1964	18
Jefferson Skinner	September 29, 1965	17
Ronald Doss	September 15, 1966	16
Palmto Freis	September 25, 1967	15
Arthur Starling	September 5, 1968	14
James Brennan	September 23, 1968	14
Jesse Ross	September 22, 1970	12
James Cater	September 2, 1971	11
Rickey Buchanan	September 28, 1972	10
Wayne Sprattley	September 10, 1974	8
Rickey Sowell	September 11, 1974	8
Douglas Steel	September 16, 1974	8
Joe Audrey	September 18, 1974	8
Guadalupe Sanchez	September 15, 1975	7
Truman Belrose	September 20, 1976	6
Robert Beers	September 27, 1976	6
Bobby Guthery	September 15, 1977	5
Johnny Davis	September 13, 1978	4
Steve Phelps	September 15, 1978	4
James Murphy	September 25, 1978	4
Antonio Santana	September 13, 1979	3
Clarence Bass	September 19, 1979	3
Willie Limbrick	September 5, 1980	2
Kevin McCary	September 12, 1980	2
Olibo Lopez	September 15, 1980	2
Alejandro Curiel	September 22, 1980	2
Thaniel Jenkins	September 22, 1980	2
Nathaniel Lochs, Jr.	September 23, 1980	2
Danny Morpheu	September 22, 1980	2
Frankie Clark	September 29, 1981	1

FINAL ASSEMBLY AND SHIPPING

	Employment Date	Years With Co.
E.L. Parks	September 23, 1955	27
Bobby Wood	September 26, 1961	21
R.D. Forney	September 16, 1963	19
Arthur Windsor	September 25, 1968	14
Willie Hector	September 23, 1969	13
Willie Walker	September 21, 1970	12
Leonard Sharp	September 9, 1975	7
James Tudor	September 2, 1977	5
Vernon Woodson	September 26, 1978	4
Johnny Johnson	September 27, 1978	4
Ira Henderson	September 4, 1979	3
Jack Walker	September 23, 1979	3
Howard Nelson	September 3, 1980	2
Issac Hines	September 12, 1980	2
J.W. Starling	September 16, 1980	2
Howard Garner	September 22, 1980	2
Willie Armistead	September 23, 1980	2
Wesley Tudor	September 23, 1980	2
Reynaldo Carbajal	September 23, 1980	2
Rex Womack	September 23, 1980	2
James Skinner	September 26, 1980	2
Arthur McCarter	September 29, 1980	2
Burley McDonald	September 29, 1980	2

FOUNDRY OPERATIONS

	Employment Date	Years With Co.
Colbert Purvis	September 9, 1945	37
Ira Christopher	September 6, 1946	36
Elison Perry	September 13, 1950	32
Harold Hicks	September 27, 1950	32
Willie Mitchell	September 17, 1952	30
A.R. Adams	September 29, 1955	27
Edward Fiemon	September 11, 1963	19
Joseph Arnold	September 20, 1966	16
Bobby Strange	September 22, 1966	16
J.C. Higgins	September 11, 1969	13
Melvin Powell	September 29, 1969	13
Kenneth Burnett	September 21, 1970	12
J.D. Rodgers	September 23, 1971	11
Lonnie McDaniel	September 13, 1972	10
Earl Mark	September 28, 1973	9
Jerry Wagstaff	September 5, 1974	8
Wyman Gregory	September 16, 1974	8
Sam Crain	September 20, 1974	8
Charles Riggins	September 23, 1974	8
Marvin Dill	September 26, 1974	8
Donnie Dudley	September 27, 1974	8
Frank Lankford	September 9, 1975	7
Henry Credit	September 11, 1975	7
Gerald King	September 9, 1976	6
Bill Pennington, Jr.	September 1, 1977	5
Joe Penn	September 1, 1977	5
Myrtle Grubbs	September 7, 1977	5
Mary Lewis	September 15, 1977	5
Dewey Wells	September 20, 1977	5
William Monmouth	September 27, 1977	5
George Castillo	September 27, 1977	5
Roger Sowell	September 29, 1977	5
Robert Penson	September 29, 1977	5
Larry Hunt	September 20, 1979	3
Benito Hobarra	September 25, 1979	3
Raul Castillo	September 26, 1979	3
Jackie Rogers	September 2, 1980	2
Paul Crawford	September 28, 1980	2

LITTLE ROCK FOUNDRY

	Employment Date	Years With Co.
Fred Coulter	September 15, 1977	5
William Potts	September 19, 1977	5
Willie Freeman	September 21, 1977	5
Bill Shockley	September 26, 1977	5
Bennie Doss, Jr.	September 26, 1977	5

Willie Hayes	September 26, 1977	5
Prentis Danberry	September 26, 1977	5
Charles Spradlin	September 26, 1977	5
Roy Potts	September 26, 1977	5
Harold Roberson	September 26, 1977	5
Albert Wyllia	September 27, 1977	5
William Carter	September 27, 1977	5
Curtis Armstrong	September 29, 1977	5
Bob Hope	September 18, 1978	4
Russell Wallace	September 2, 1980	2
Ricky Jones	September 8, 1980	2
James Love	September 22, 1980	2
Roy Tiggs	September 23, 1980	2
John Wright	September 23, 1980	2

MATERIAL CONTROL

	Employment Date	Years With Co.
Dan Martin	September 14, 1942	40
William Ballow	September 4, 1962	20
Larry Cloyd	September 6, 1966	16
David Spainhour	September 19, 1977	5
Shirley Daddow	September 21, 1977	5
Sylvester Wright, Jr.	September 26, 1978	4
William Rushing	September 15, 1980	2
Nickie Owens	September 17, 1980	2

CORPORATE OFFICES

	Employment Date	Years With Co.
Roy Myers, Jr.	September 6, 1972	10
Jimmie Fenton	September 16, 1974	8
Ronnie Harrison	September 20, 1976	6
Margaret Purke	September 11, 1978	4
Pam Lovett	September 11, 1978	4
Jimmy Byrd	September 6, 1979	3
Micheal Hall	September 3, 1981	1
Gary Porter	September 23, 1981	1

MACHINERY OPERATIONS

	Employment Date	Years With Co.
C.L. Beck	September 26, 1941	41
Delbert Williford	September 17, 1945	37
Caesar Singletary	September 8, 1950	32
Ertis Brock	September 22, 1950	32
Louis Davis	September 5, 1951	31
Charles Grimes	September 19, 1951	31
William Bonney	September 7, 1955	27
G.B. Landrum	September 21, 1955	27
A.C. Lunsford	September 16, 1957	25
Joseph Behannon	September 4, 1962	20
Rayford Davis	September 5, 1962	20
Keith Strickland	September 5, 1962	20
Charlie Rhodes	September 17, 1962	20
Elmon Cross	September 17, 1962	20
William Sides	September 24, 1962	20
Donald Traylor	September 23, 1963	19
Larry Cordova	September 28, 1964	18
Arthur May	September 6, 1966	16
Hollis Barnhart	September 6, 1966	16
Samuel Barrow	September 6, 1966	16
Archie Taylor	September 12, 1966	16
Florida Pope	September 13, 1966	16
Betty Wood	September 19, 1966	16
Bobby Allen	September 14, 1967	15
Thomas Stricklin	September 3, 1968	14
Michael Cummings	September 8, 1969	13
Noel Johnson	September 8, 1969	13
Terry Johnson	September 22, 1970	12
Claude Brookshire	September 13, 1971	11
Oscar Arant	September 1, 1972	10
John O'Connor	September 11, 1972	10
William Mosley	September 25, 1972	10
Freddie Rudisill	September 4, 1973	9
Jerry Watson	September 10, 1973	9
Henry Sargent	September 27, 1973	9
Dora Schoubroek	September 3, 1974	8
Carl Moore	September 12, 1974	8
David Havard	September 16, 1974	8
Ira Dunaway	September 23, 1974	8
Eldon Newton	September 23, 1974	8
Harvey Rainey	September 25, 1974	8
Mitchell O'Neil	September 2, 1975	7
Garvin Bridges	September 10, 1975	7
William Ford	September 22, 1975	7
Herbert Logan	September 22, 1975	7
Claude Williams	September 24, 1975	7
Lovell Lee	September 16, 1976	6
James Price	September 26, 1977	5
Lemon Hamilton	September 5, 1978	4
Thomas Harris	September 6, 1978	4
Thomas Downey	September 10, 1978	4
Rose Allen	September 25, 1978	4
Patrick Burton	September 5, 1979	3
Garland Hawk	September 5, 1979	3
Birtha Adams	September 6, 1979	3
Aubrey Culbertson	September 9, 1979	3
Jason Parrish	September 16, 1979	3
Ramona Rice	September 16, 1979	3
Milton Phillips	September 24, 1979	3
Harlon Smith	September 24, 1979	3
James Underwood	September 24, 1979	3
Martha Murphy	September 24, 1979	3
William Sanders	September 25, 1979	3
Edward Perley	September 30, 1979	3
Byriss Freeman	September 2, 1980	2
Ronald Chunn	September 2, 1980	2
John Griffin	September 3, 1980	2
Randy Baker	September 3, 1980	2
Donald Brooks	September 4, 1980	2
Edward Lover	September 4, 1980	2
Willie Hageon	September 4, 1980	2
Jeff Baker	September 7, 1980	2
Rebakah Burns	September 11, 1980	2
Terry Tullios	September 11, 1980	2
Wanda Parker	September 12, 1980	2

James Allen	September 15, 1980	2
Roger Gray	September 15, 1980	2
Benito Flores	September 15, 1980	2
Terry Young	September 15, 1980	2
David Turner	September 17, 1980	2
Eugene Esquivel	September 19, 1980	2
Evan Perkins	September 21, 1980	2
Terry Alvers	September 22, 1980	2
David McFarland	September 22, 1980	2
Donald Jones	September 24, 1980	2
James Holland	September 24, 1980	2
Arthur Harrison, Jr.	September 25, 1980	2
Kenneth Townsend	September 25, 1980	2
Jonathan Hadnot	September 26, 1980	2
James Watts	September 26, 1980	2
Ralph Bean	September 28, 1980	2
David Park	September 29, 1980	2
Steven Rosner	September 1, 1981	1
Sherry Green	September 21, 1981	1
Willie Wigley	September 22, 1981	1
Obie Denmon	September 28, 1981	1
Dusty Richey	September 29, 1981	1

MACHINERY SALES AND SERVICE

	Employment Date	Years With Co.
Charles Dyer	September 10, 1933	49
Billy Mac Anderson	September 26, 1955	27
Ed Patterson	September 28, 1959	23
Rose Courtney	September 7, 1973	9
Ken Diana	September 1, 1977	5
David Corderman	September 16, 1977	5
Rick Neal	September 4, 1979	3
James Copeland	September 24, 1979	3
Mike Lackey	September 15, 1980	2
Jim Still	September 17, 1980	2
David Henning	September 29, 1980	2
Harry Sledge	September 21, 1981	1

PERSONNEL

	Employment Date	Years With Co.
Lee Lowery	September 20, 1980	2
Virginia Landers	September 23, 1980	2

INDUSTRIAL SUPPLIES

	Employment Date	Years With Co.
Elmo Bradley, Jr.	September 3, 1957	25
Geraldine Poulan	September 1, 1976	6
John Purvis	September 1, 1978	4
Bobbie Havard	September 6, 1978	4
Lynne Owens	September 17, 1979	3
Gary McMorrow	September 14, 1981	1

PRODUCT DESIGN ENGINEERING

	Employment Date	Years With Co.
Bill Ford	September 4, 1951	31
Robert Nunn	September 15, 1966	16
Sandra DiStefano	September 26, 1977	5
Paul Collins	September 15, 1978	4
Christina Randolph	September 4, 1979	3

PUBLIC RELATIONS

	Employment Date	Years With Co.
Jo Ann Anderson	September 15, 1980	2

TRAILER PLANT

	Employment Date	Years With Co.
Leon Walker	September 16, 1940	42
Wallace Davison	September 1, 1951	31
Leon Carroll	September 13, 1951	31
Sam Taylor	September 28, 1951	31
Eli Coutee	September 4, 1952	30
Curtis Grimes	September 20, 1952	30
J.C. Crawford, Jr.	September 12, 1955	27
Kenneth White	September 4, 1962	20
Henry Williams	September 17, 1962	20
Darcey Faircloth, Jr.	September 16, 1965	17
Gary Jones	September 27, 1965	17
Albert Mills	September 12, 1966	17
Tommie Miller	September 5, 1967	15
Charles DiStefano	September 18, 1967	15
Billy Durham	September 3, 1968	14
John Pena	September 8, 1969	13
Oscar Malone, Jr.	September 11, 1969	13
Albert Stanbery	September 11, 1969	13
Nell Arnold	September 28, 1970	12
Rex Bailey	September 11, 1972	10
Shirley Ware	September 12, 1972	10
Linwood Fenley	September 18, 1972	10
Marvin McKnight	September 18, 1972	10
Jackie Hewitt	September 18, 1973	9
John Joseph	September 28, 1973	9
Andy Beddingfield	September 1, 1974	8
Susie Phillips	September 16, 1974	8
Edward Clifton	September 29, 1975	7
James Baldwin	September 7, 1977	5
Betty Niosi	September 5, 1978	4
Joe Sanches	September 4, 1979	3
James Smith	September 24, 1979	3

TRAILER SALES AND SERVICE

	Employment Date	Years With Co.
Marilyn Ivy	September 12, 1962	20
Ada Beck	September 17, 1965	17
Baine Adams, Jr.	September 8, 1976	6
Richard Wallace	September 27, 1976	6
Gene Gonzales	September 20, 1979	3
Larry Grimes	September 1, 1980	2

LUFKIN INDUSTRIES, INC.
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COVERS

Front: A downturn in the oil business and the national economy has forced the company to reduce its payroll. Illustration by Ken Burke.

Back: During the slowdown, every effort has been made to keep employees on the job. In the trailer plant, welders have been busy fabricating flasks for the foundry department. Photo by Tom Johnston.

For the story, see page 2.

LUFKIN ROUNDUP

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