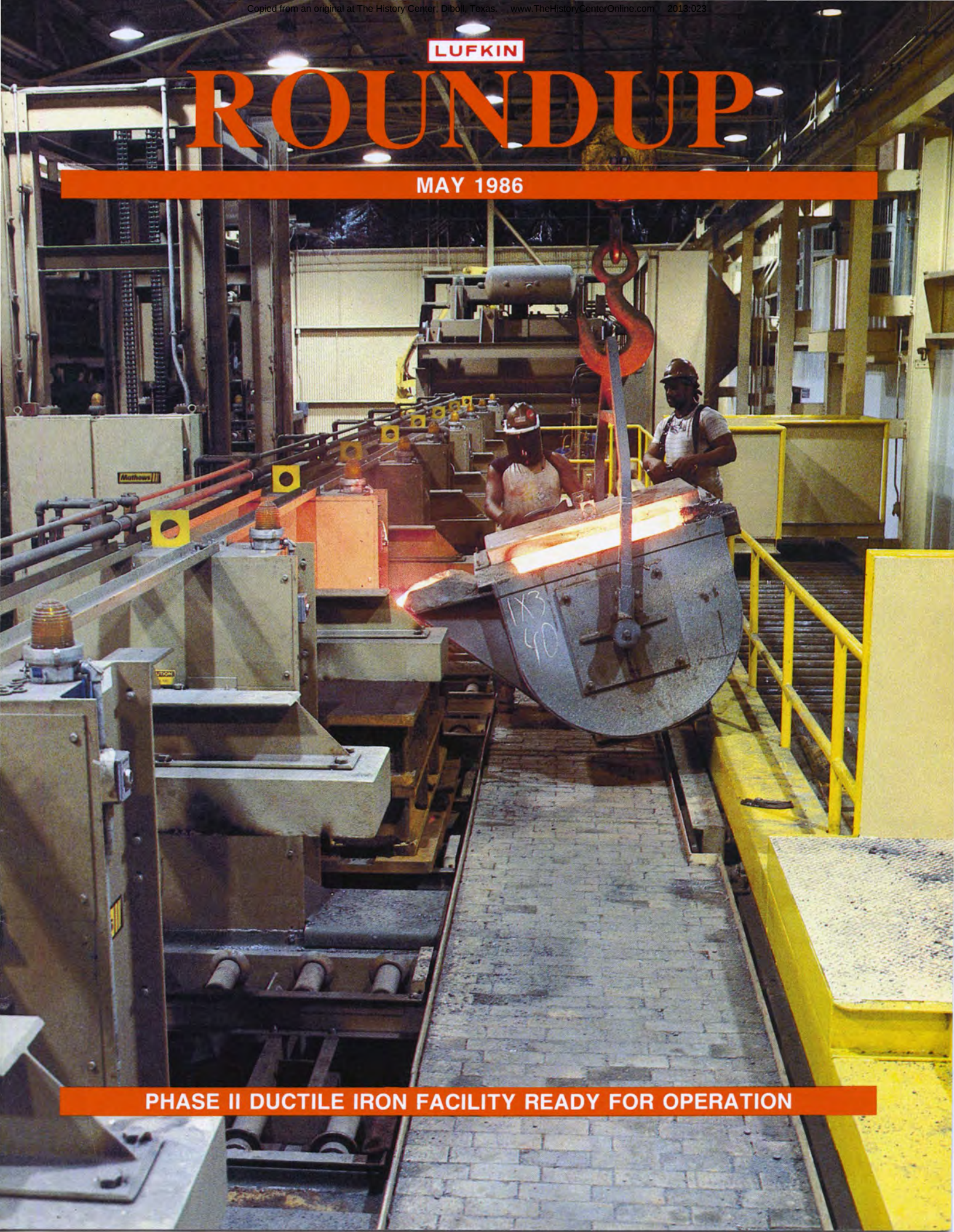


LUFKIN

ROUNDUP

MAY 1986



PHASE II DUCTILE IRON FACILITY READY FOR OPERATION

FROM THE PRESIDENT'S DESK

Times are tough for Lufkin Industries right now. In every market we serve, competition is keener: orders are harder to obtain and prices are lower. In order to survive, we are forced to reduce costs in all departments, and that unfortunately can mean, even, the elimination of jobs. That is the bad news.

The good news is that Lufkin Industries is preparing for the future, striving to become more competitive. We are continuing our capital improvement projects in almost every area of the plant. We are developing new and better products--manufacturing better industrial gears, pumping units and trailers. We are finding new customers and new markets--the utility industry, for example.

There is no doubt we will face some difficult and trying times during the next several months -- perhaps for the rest of the year -- but we must not become discouraged. We must look to the future and lay the groundwork now for a stronger and more competitive company that will be ready when more business is available.

What can we do individually to help build a stronger company?

(1) *Be optimistic.* Realize that almost every business is cyclical and there are good times and bad



"By working together, we will lay the foundation for a stronger company."

times. *The world turns on oil, and the business will return.*

(2) *Be prepared to go the extra mile.* President John F. Kennedy said, "Ask not what your country can do for you, but ask what you can do for your country." This philosophy certainly applies to our company now and always.

(3) *Realize, especially in these times, quality is of the utmost importance.* The customer must re-

ceive the best product, the best service and the best value.

(4) *Continue to search for improvement in everything we do.* In every area and every department of the company, we can improve the way we do our jobs.

(5) *Continue to learn.* Increase your skills, your ability, your knowledge of the product and your understanding of the needs of our customers.

(6) *Be a generator of inspired teamwork.* In an organization of our size, one operation depends on another, and each individual depends on someone else. Let's find new ways to help each other to help the customer.

The LUFKIN team is made up of many individuals, and in order for the whole company to succeed, each individual must succeed. Your attitude, example and spirit are important. By working together, we will lay the foundation for a stronger company.

Frank B. Stevenson

MAY COVER

Class A molding machine operators Eneree Cranford (left) and Harold Walker pour ductile iron gears in the new facility scheduled for completion the first of May.

Photo by Viron Barbay

THE ROUNDUP

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COVER STORY

Ductile Iron Facility

Phase II of this automated, no-bake foundry scheduled to begin operations this month.

By Diana Hill

PURPOSE: To furnish castings required for LUFKIN products.

GOAL: To fulfill our purpose with quality castings -- on time, at the least cost with satisfied customers, owners and employees.

After many months of work, Phase II of the Ductile Iron Facility (DIF) is slated for operation the first of May. The automated, no-bake foundry fulfills LUFKIN foundry's purpose and goal. DIF manufactures ductile iron gear blanks for small gear castings used in assembling Lufkin Industries' pumping units.

"The scope of DIF's work may be expanded to include sheaves and brake drums, if deemed necessary in the future," says Scott Semlinger, facilities engineer. "We are set up to grow as our need for more production increases."

Phase II results in the production of six molds per hour, utilizing one no-bake mixer, nine pouring stations, 48 cooling slots and one shift of eight employees.

DIF will be computer optimized, with a programmable controller. The optimization computer automatically receives production information from the main frame computer. The computer produces an optimized production schedule based on this information along with what pieces of equipment in the facility are in operating condition and the type and quantity of resources available (patterns, flasks, bottom boards, pouring locations, cooling locations).

"The main purpose of the computer system is to force the maximum tonnage of castings through the facility in the shortest length of time by the required due date," Semlinger explains.

At this point of operation, DIF can produce enough gear blanks to manufacture 3,500 LUFKIN pumping units. To date, the capital expenditure has been \$5 million through Phase II of the project.

"We justified this capital expense on the basis of quality improvements," Semlinger says. "The no-bake molding process allows us to make molds which are more consistent in size and quality. The dimensions are more accurate. The high level of automation enables us to reduce the possibility of human mistakes."

Also, the latest technology in pattern-making eliminates the need for cores; and less time, energy and money is spent cleaning castings.

"The no-bake mold is harder and doesn't break as easily, allowing us to eliminate cores in areas not possible using the old method -- green sand molding," Semlinger says.

A LUFKIN team, organized in 1982, designed the concept

of the ductile iron facility, making use of existing machinery. Team members include Clayton Jircik; chief engineer; Ernest Lord, production superintendent; Rod Pittman, manager of machinery sales and former manager of the foundry; and Semlinger. Currently, Ron Hopson, facilities manager, runs the DIF operation.

"There was a nine-month postponement soon after the project began due to poor business conditions," Semlinger explains. "We returned to work on the project during the middle of 1983."

Construction began in late 1984, and was completed in December, 1985. Electrical debugging started in September, 1985, and has continued to the present time.

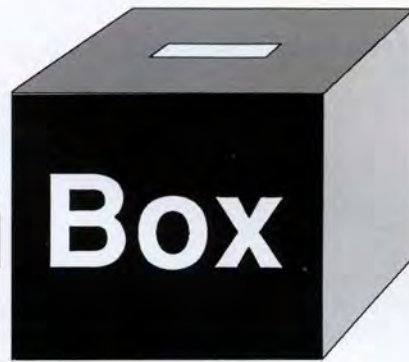
Phase III of DIF will produce eight molds per hour with two no-bake mixers, 12 pouring stations, 68 cooling slots and one shift of eight employees. Phase IV of DIF will produce 12 molds per hour with three no-bake mixers, 20 pouring stations, 96 cooling slots and one shift of eight employees.

With the touch of his fingertips, Ron Hopson, foundry facilities manager, operates the "brain" of the new ductile iron facility.



Photo by Viron Barbay

Suggestion Box



Kenny Moulder sees his designs unfold from dreams to reality.

To save time, energy and damage to materials, Kenny Moulder, counter salesman, designed a carrier box to haul Industrial Supplies freight.

The 8 by 16-foot box is attached to the front of a LUFKIN flatbed trailer. The box is made with swinging doors on the side and back, making it easier for loading and unloading supplies.

"We can load materials, according to stops we make," Moulder says. "This design accommodates the variety of freight we carry. In one load we may haul pipe, a hot water heater, a forklift and several small tools."

When the forecast calls for rainy weather, a tarpaulin protects the contents, covering the box and hooking onto the side of the trailer. The tarpaulin is split down the middle, allowing the driver to load and unload supplies from either side.

"Before my job position changed to counter sales, I drove a truck for LUFKIN's Industrial Supplies Division," Moulder says. "The idea of creating some type of carrier box came to me while loading and unloading supplies."

Moulder was not only instrumental in designing the box, but also in overseeing the building of it eight months ago. LUFKIN's Trailer Division employees built the carrier box. From the drawing board to completion, he walked his idea through each step of the way.

"The carrier box is a good device for any company that hauls freight," Moulder says. "In fact, I've received several favorable comments from several freight companies."

Previously, Industrial Supplies used side boards which pulled on and off the trailer. "It was difficult to load and

unload materials," he says. "One man could do the job, but it took more work and time."

Another feature of the carrier box is chains to secure bottles of non-poisonous gas used throughout the plant --- oxygen, acetylene, ammonia, CO₂, argon and carbon dioxide. "The chains keep the bottles from rolling around in

the back of the trailer," he says.

Moulder has made several suggestions. The carrier box wasn't his first brainchild, nor will it be his last. Some of his ideas have been implemented, some have not. "It never hurts to throw out suggestions. If it is a good concept, the company benefits and you benefit because your job is made easier."



Kenny Moulder positions tanks of non-poisonous gas in the carrier box he designed to haul Industrial Supplies freight.

ON-THE-JOB

This month
THE ROUNDUP
goes "on-the-job"
with overhead crane operator ...

Junior Malone

Smith "Junior" Malone's job carries him 40 feet in the air.

Beginning at 7:30 a.m. each work day, he climbs a metal ladder to an air conditioned/heated cab. From where Malone sits, he has an overview of the outside of the structural steel operations.

"When I first accepted this position, I felt secluded," the Lufkin Industries' overhead crane operator recalls. "Although I have a bird's eye view of much of the activity going on below me, I am isolated. I have little contact with fellow employees.

"However, those feelings of separateness no longer bother me. I enjoy my work, and the responsibility that comes with the territory. My duties are a challenge. Occasionally, I shout out my cab window to another overhead crane operator across the way. There are also tentative plans for installing a two-way radio in the crane cabs."

The cab and crane move electrically along a rail that runs the length of the structural steel building. Attached to the crane are three large magnets or a hook and chain. Under the guidance of the overhead crane operator various parts of the pumping unit are lifted and moved from the yard to their area of destination. Beams, angles, flat irons, plates, channels, flat and wide rails and other necessary materials are transported to appropriate workstations.

"The magnets will pick up any part or piece of equipment under 10 tons," Malone says. "For handling materials over 10 tons a hook and chain, attached to the overhead crane, must be utilized."

With a magnet, a part can be relocated in about three minutes time. The chain and hook operation takes more time and manpower. Another employee, stationed on the ground, must hook the part to be lifted.

"We don't use a chain and hook often. Most parts can be handled by magnets. Sometimes, we want to move a bundle of



items at one time; the chain and hook come in handy on those occasions. There have been occasions when I have moved as many as 50 beams, in one operation."

Prior to stepping into the position of overhead crane operator, Malone operated a mobile crane for three years. A mobile crane runs on the ground. He transferred into structural steel operations after 19 years as a chipper grinder in LUFKIN's foundry.

The weather seldom prevents an overhead crane operator from fulfilling his responsibilities. In an enclosed cab, the driver is protected against extreme temperatures and rain. However, high, gusty winds and lightening are the two weather elements that bring his operation to a halt.

"The overhead crane operator job required several weeks of practice, becoming familiar and comfortable with the feel of guiding the crane," he says. "In the beginning, I wasn't great at judging distances. But now that I have been performing this job for a year, I have the hang of it."

Malone has grown accustomed to his workstation in the sky.

--- **Diana Hill**

This One Didn't Get Away!

130 anglers vied for honors at 10th annual fishing tourney.

**Story by Diana Hill
Photos by Viron Barbay**



Joe Lowe, Piney Point host, fries fish for all participants in the annual LUFKIN fishing tournament.

Amidst sunny, blue skies and temperatures reaching the 80-degree mark, 130 Lufkin Industries' employees cast their lines for bass and crappie during the 10th annual company fishing tournament at Sam Rayburn Lake.

The catch for the day included 95 lbs, 7 oz. of crappie and 143 lbs, 6 oz. of bass, for a total of 238 lbs, 13 oz. of fish weighed in Good Friday afternoon. Fishermen headed home with slight sunburns and full stomachs. Following the fishing tournament, the company hosted a fish fry at Piney Point for all contestants.

Winning the top prizes, \$40 each, were Jack Bates, foundry class A welder for a 4 lb., 8 oz.-bass and Janie Garner, machine shop class A machine operator, for a 1 lbs., 15 1/2 oz.-crappie.

Capturing first place in the team bass division were Billy Ray Harris, foundry foreman and Sam Turner, machine shop commercial gears clerk, weighing in 19 lbs., 7 oz. of fish. In the first place slot of the team crappie division were Aron Garner, machine shop class A machine operator and Janie Garner, weighing in 30 lbs., 11 1/2 oz. of fish.

Dennis Hopper, machine shop general foreman and Hugh McWilliams, manager of gear sales lost to Travis Stone, machine shop production superintendent, and P.J. Lowery, machine shop general foreman, in their annual bet. "Rumor has it that the price of a meal for four couples at The Californian restaurant in Nacogdoches is \$150," John Havard, fishing tournament coordinator, says. "Dennis and Hugh

may be in need of a loan!"

Other bass team division winners were Bob Walker, Little Rock foundry pattern shop supervisor, and Kerry Walker, Little Rock foundry welder, \$45 for second place with 17 lbs., 2 oz.; Larry Walker, machine shop lead controller, and Tim Stacy, materials and information systems operations analyst, \$40 for third place with 15 lbs., 10 oz.; Mark Wright, material control reporting clerk, Jonny Eoff, cycle clerk and reporting manager, \$30 for fourth place with 14 lbs., 8 oz.; Roy Euper Jr., Buck Creek welding shop belt cover/crank guard maker, and Roy Euper, corporate environmentalist, \$25 for fifth place with 13 lbs., 11 oz.; and James H. Watson, machine shop class A assembly specialist, and James R. Watson, machine shop setup man, \$20 for sixth place with 10 lbs., 5 1/2 oz.

Other crappie division team winners were Mike Whitten, machine shop supervisor, and Kenneth Townsend, machine shop class B machine operator, \$45 for second place with 19 lbs., 4 oz.; Sam Hughes, machine shop electronics technician, and Vernon Whiteley, machine shop class A machine operator, \$40 for third place with 15 lbs., 12 oz.; and Jack Gaston, machine shop inspector, and Paul Birdwell, machine shop machinist, \$30 for fourth place with 9 lbs., 7 oz.

"Sandra (engineering microfilm supervisor) and Charles (Trailer Division foreman) DiStefano lost out on fourth place in the crappie division by half ounce," Havard says. "We almost had a tie; they were so close."



Janie and Aron Garner, both machine shop employees, won \$60 for first place in the team crappie division. Janie also won an additional \$40 for catching the largest crappie -- 1 lb. 15 1/2 oz.

LUFKIN Fishing Tournament Winners

LARGEST BASS

PLACE	CONTESTANT	WEIGHT	PRIZE
1st	Jack Bates	4 lbs., 8 oz.	\$40

LARGEST CRAPPIE

PLACE	CONTESTANT	WEIGHT	PRIZE
1st	Janie Garner	1 lb., 15 1/2 oz.	\$40

TEAM BASS DIVISION

PLACE	CONTESTANT	WEIGHT	PRIZE
1st	Billy Ray Harris-Sam Turner	19 lbs., 7 oz.	\$60
2nd	Bob Walker-Kerry Walker	17 lbs., 2 oz.	\$45
3rd	Larry Walker-Tim Stacy	15 lbs., 10 oz.	\$40
4th	Mark Wright-Jonny Eoff	14 lbs., 8 oz.	\$30
5th	Roy Euper-Roy Euper Jr.	13 lbs., 11 oz.	\$25
6th	James H. Watson-James R. Watson	10 lbs., 5 1/2 oz.	\$20

TEAM CRAPPIE DIVISION

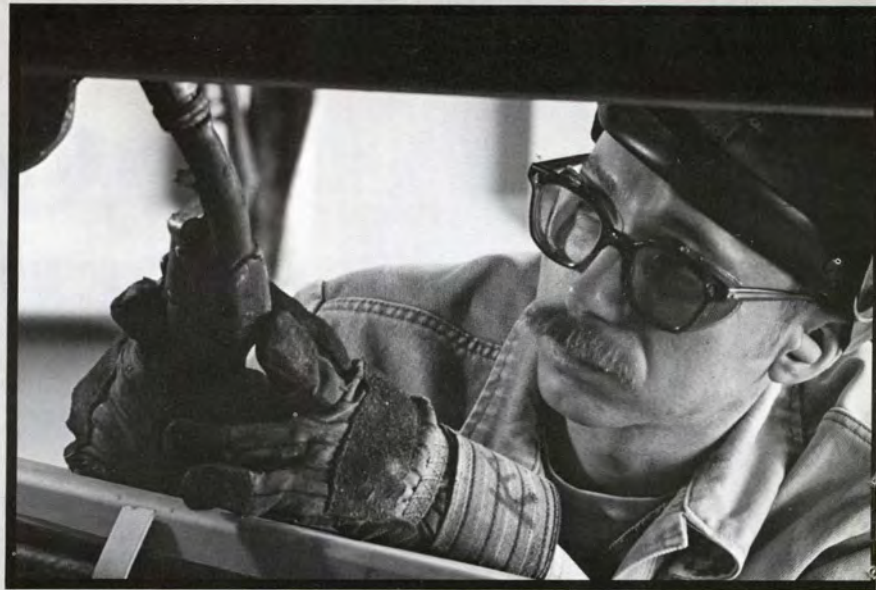
PLACE	CONTESTANT	WEIGHT	PRIZE
1st	Aron Garner-Janie Garner	30 lbs., 11 1/2 oz.	\$60
2nd	Mike Whitten-Kenneth Townsend	19 lbs., 4 oz.	\$45
3rd	Sam Hughes-Vernon Whiteley	15 lbs., 12 oz.	\$40
4th	Jack Gaston-Paul Birdwell	9 lbs., 7 oz.	\$30



After the fish are caught the fun part begins -- cleaning the fish. Pictured are (left to right) Roy Euper, foundry; Johnny Arnold, machine shop; David Landrum, machine shop; Jack Turner, Trailer Division; Art Nelson, engineering; and Sam Turner, machine shop.

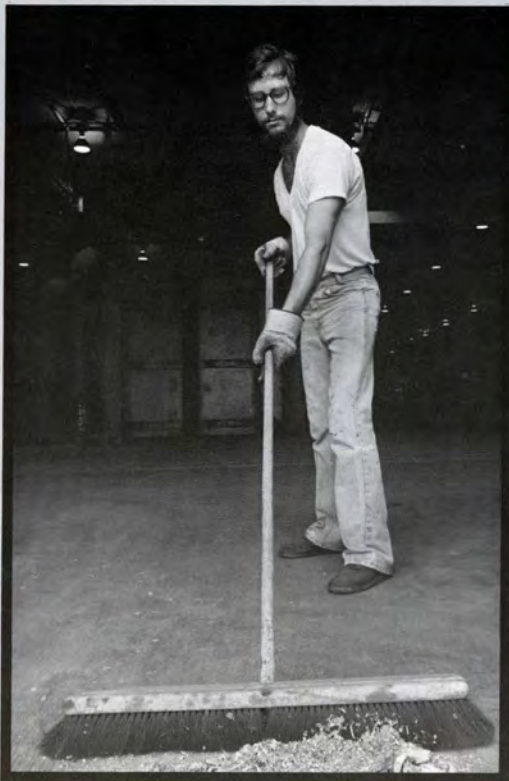


Danette Gainer, Foundry



Kenneth Faires, Trailer Plant

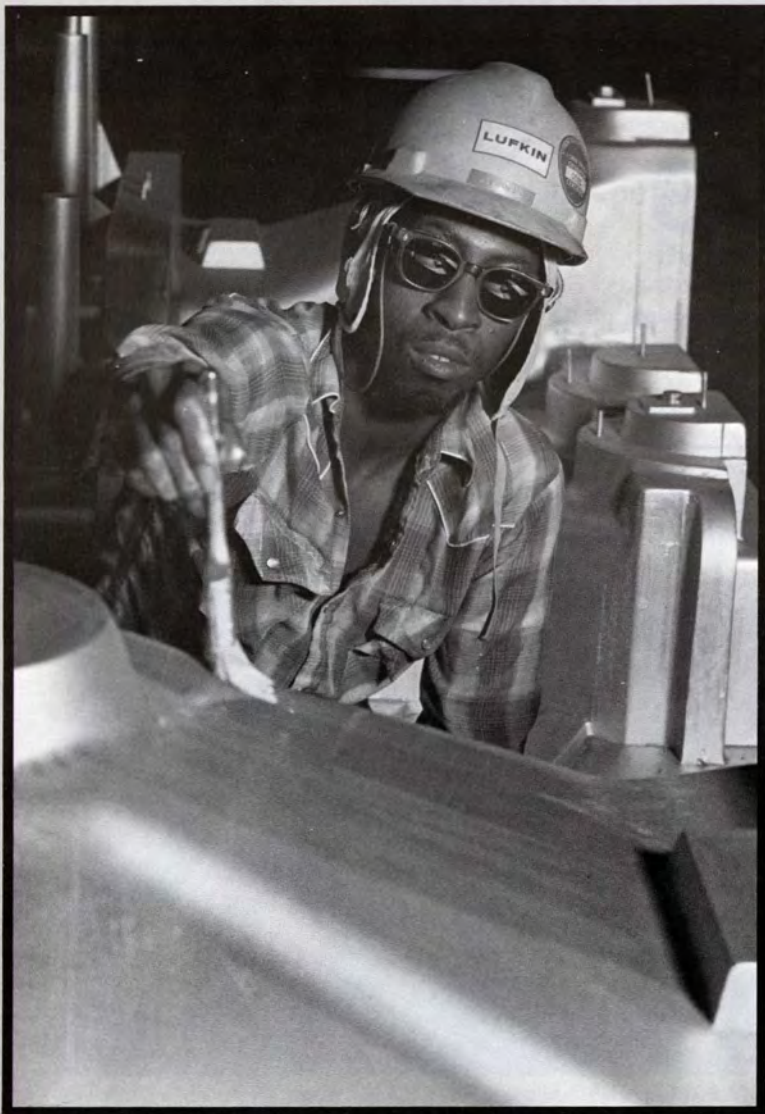
The **LUFKIN** *Family* *Photo Album*



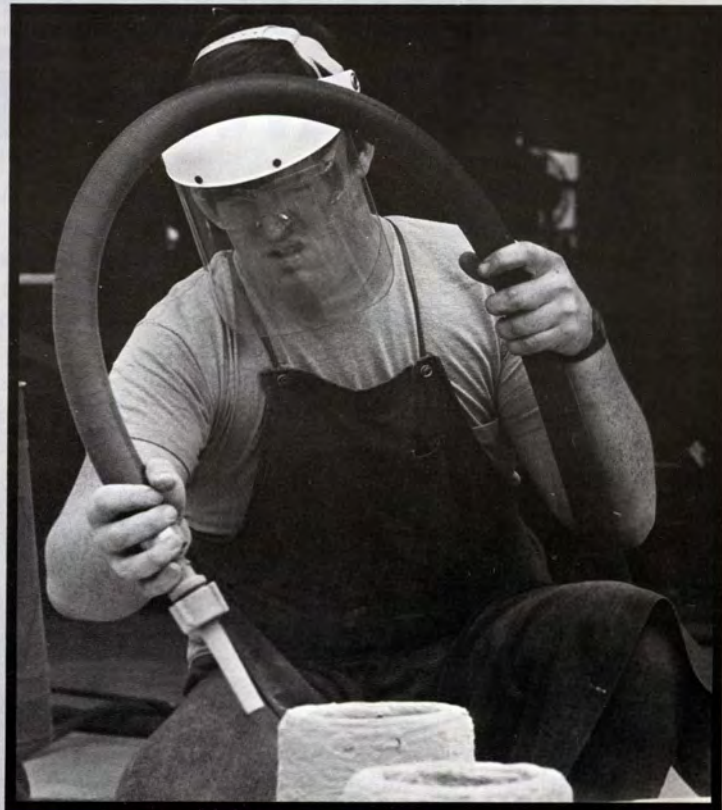
David Grimes, Trailer Plant



Paul Kitchens, Foundry



James Davis, Pattern Shop



Kirby Purvis, Pattern Shop



Kerwin Mitchell, Trailer Plant



Paul Crye, Security

FOCUS

Health Tips



Eye injuries are all too common. They happen everywhere --- at home, at work, at school, at sports. As a result, nearly one million Americans have to get along with impaired vision.

Most of these eye injuries could have been prevented. The Texas Medical Association says nine out of every 10 need not have occurred.

Every year more than 5,000 eye injuries are caused by mishaps in the yard and garden. Pruning bushes, using lawnmowers, chopping wood and using chain saws require precautions. Chemicals in pesticides, herbicides and fertilizers can severely burn your eyes.

Read thoroughly all package labels and instruction sheets that go with gardening tools and chemicals. Keep others away when you're mowing the lawn. And wear goggles or safety glasses while doing yard work.

Sports and recreational activities result in 34,000 eye injuries a year. The majority of these accidental injuries happen during competitive games like baseball, tennis, racquetball, bicycling, shooting BB guns and archery.

Observe the safety rules when you play. Wear special eyewear for sports activities. Eye protectors for people not requiring corrective lenses are available at sporting goods stores and sports facilities or through many ophthalmologists (eye doctors) and opticians. If you require corrective lenses, have your prescription made up in safety glasses.

More eye injuries --- some 42 percent --- happen around the house than anywhere else. Cleaning agents are often the cause. Oven cleaners, drain cleaners, furniture cleaners and bleaches contain harsh chemicals that can produce serious eye injury or blindness.

Read labels and instructions thoroughly before using cleaning products. Before you use a spray, be sure the nozzle is directed away from you. Wear special goggles to protect your eyes from dangerous substances.

About 35,000 eye injuries occur

annually in the home workshop. Eye injuries can be caused by sparks, plaster dust, nails, screws, paints, varnishes and adhesives.

Have your tools in good repair. Know

the chemical composition of your materials. Observe all the suggested precautions for their use. Always wear goggles or safety glasses when you work.

SUPERVISOR GRADUATES



Graduating from Lufkin Industries' supervisory class were (front row left to right) Sam Greenville, foundry; Ron Smith, structural steel; Don Stringer, welding-structural; Wesley Davis, engineering; (back) Dean Brown, Trailer Division; John Ramey, engineering; Joe Jumper, Trailer Division; and Libby Parish, Trailer Division.



Graduating from Lufkin Industries' supervisory class were (front row left to right) Bob Pennington, vehicle repair; Rayford Wright, machine shop; Denzel Harris, machine shop; Rayford Davis, final assembly/shipping; (back row) Donald Spicer, machine shop; Malcom Lowery, structural steel; Robert Manning, machine shop maintenance; and Charles Skinner, Trailer Division.

Employee Assistance

When you need help, reach out to LUFKIN's employee support program.

By Diana Hill

Before you reach a dead end -- physically, intellectually, emotionally and/or spiritually -- there is an alternative path available. Lufkin Industries' employees may turn to the company's Employee Assistance Program for support.

Under the direction of James Horton, personnel director, the program offers the services of consulting, planning, training, educational guidance, appropriate referral and interim counseling services. Horton has appointed Elie Smith Jr., assistant personnel director, to head up the program. "However, if Elie is unavailable for consultation, other personnel employees may be able to help," Horton explains. "The well-being of employees is not only a concern of the personnel department, but all of Lufkin Industries' management."

In one week's time, Smith may visit with employees with alcohol, drug, depression, divorce, absenteeism, child abuse, spouse battering, financial and/or stress-related problems. Employees may request the services of the Employee Assistance Program, or their supervisor may refer them to the personnel department.

"After evaluation of the situation and determination of the problem, a referral will be made to carefully screened community resources," Smith says. "The decision to make use of the resources is voluntary. We don't have all the answers by any means," Smith says, "but help is available to anyone who wants it."

Smith's main responsibility is to be a good listener, an active listener. He lays out the facts of the situation for the employee to examine. For example, if the employee's job is on the line because of an alcohol drinking problem, Smith relates that information.

"If we can't give the person the help he needs to handle the problem, we will refer him to the right agency that offers the best aid. I have a list of agencies at my fingertips."

There are many services available in Angelina County. Among them are Deep East Texas Regional Council on Alcohol and Drug Abuse (DETRCAD), Deep East Texas Mental Health and Mental Retardation, Samaritan Counseling Center, Palmer Drug Abuse Program, Women's Shelter of East Texas, Alcoholics Anonymous, Al-Anon, Begin Again and Angelina Substance Abuse Program.

"With layoffs come financial difficulties, lack of pride and poor self-esteem," Smith says. "With the anticipation of layoffs come depression, anxiety and stress. Worry is a waste of time and energy. We can help those, who seek our assistance, find some direction in their lives -- set up financial priorities, make plans, think positively."

Studies report that 10 to 15 percent of a company's workforce have alcohol problems. Approximately, 25 percent

of a company's workforce is affected by personal problems -- family conflict, depression, stress. According to this same report by DETRCADA, it costs society \$49.4 billion due to alcohol-related problems. It costs American companies \$23.6 billion in lost productivity -- the result of absenteeism, mistakes, poor judgment, drinking on the job or coming to work drunk.

"If we take this study seriously, which is fairly well accepted among the experts, then we must admit that 200 plus LUFKIN employees are alcoholics," Smith says. "This is why more and more companies are offering assistance programs such as we have to offer. Alcoholism or drug abuse is often times a symptom of another major problem."

Smith has talked to hospital admission personnel for employees and retirees, talked to the vicepresidents in financial institutions when an employee is trying their best to meet financial obligations and talked to a manager of an automobile company when an employee wasn't receiving satisfaction with a "lemon car."

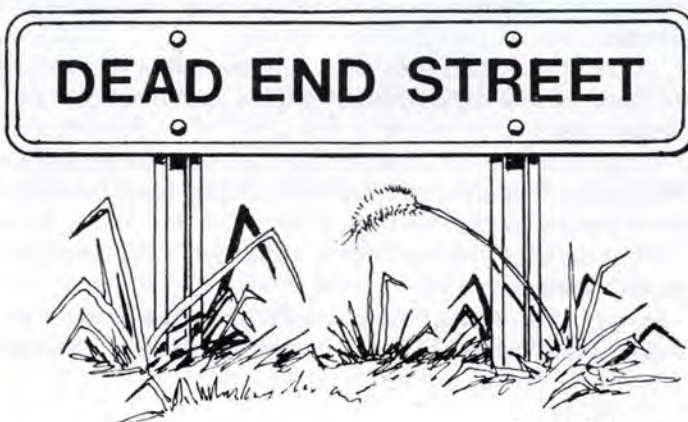
Follow-up is also important. "I discreetly seek out employees, that have previously been to see me, to check on how they are feeling," Smith says.

The whole family is important. If an employee dies, Smith visits the widow or widower. Perhaps, an employee is having problems with his child. The parent may call upon him to counsel with the child.

"I'm not a magician," Smith says. "The individual must be willing to do his or her part in each situation. However, sometimes the top management of other companies is not aware of what is going on between a customer and middle management. I can contact the man at the top and often times receive immediate results. Also, a name, such as Lufkin Industries, carries more weight than an unknown individual."

The most important message to all LUFKIN employees is help is available to anyone who seeks it, and all personal conversations remain strictly confidential.

"With the Employee Assistance Program we hope to intervene before the individual hits bottom," Smith says.



THOSE GOLDEN YEARS

'Bird Man of Bald Hill'

Retiree Milton "Red" Martin has flocks of feathered friends.

"This bird sees the white man come and the Indian withdraw, but it withdraws not. Its untamed voice is still heard above the tinkling of the forge . . . It remains to remind us of aboriginal nature."

Henry David Thoreau
1817 - 1862

Behind a white frame house in the Bald Hill community lies Milton "Red" Martin's Fancy Fowl Farm --- a two-acre bird farm.

With ears cocked in the direction of the Martin farm, passersby may hear chirps, tweets, whistles, squawks and gobbles from a mile or so away. Martin, a 1984 Lufkin Industries' retiree, is accustomed to the noise.

"I seldom notice the chirping," he says. "However, there is one exception," he adds, "During the springtime, the mating season, male birds make quite a racket showing off for their girlfriends."

Martin boasts of hundreds of birds with a few cows, dogs, cats and rabbits thrown in for a little variety on his 39-acre farm. Cages, pens and fenced-in pastures are home to his fine feathered

friends. Bird-collecting, which began as a hobby 12 years ago, soon became a money-making venture. Martin breeds, swaps and sales ornamental and domestic ducks, geese, swans, pheasants, pigeons, doves, quail, turkeys, peacocks and bante chickens.

"I needed to make a little money off my hobby to pay for the feed," Martin says. "It costs \$400 a month to feed my feathered pets."

It takes him two hours a day to feed and water all his birds. The feeding schedule is organized on a rotating basis, enabling him to set out food for five days.

"My most rare bird is an Eukle, a member of the partridge family," Martin says.

Several times a year, Martin attends bird shows and visits flea markets in and out of Texas, buying, swapping and selling



Photo by Vivian Barbay

Red Martin takes time out to hand-feed one of his many fancy fowl.

brightly, colored birds. He wants to offer the largest selection of birds in the world at his Fancy Fowl Farm.

"I usually purchase a pair of the same variety of bird. You never know when something might happen to one of them," he explains. "Besides, I want a male and female so I can breed them to swap and sale."

People, from throughout the United States, have flocked to Martin's Fancy Fowl Farm.

"Most of my customers have heard about my bird farm from previous customers," he says. "I've done little advertising. Word of mouth is usually the best advertising. I have a good reputation. I never sell a bird unless it is in top-notch condition."

Birds range in price from \$25 to \$150. "Most people want babies, and of course, they are cheaper," Martin says.



Photo by Viron Barbay

Singing Salesman

If you can't sell 'em one way,
sell 'em another.

outside of work, will be taken up with practicing on the old ivories until he feels confident enough to venture forth with the new musical addition to his act.

"During my college years at Lamar University, I belonged to several bands, in the Beaumont-Port Arthur area, and was able to earn enough money to pay my way through school."

"I feel as though I have the best of both worlds: being a salesman for Lufkin Industries and being able to play my guitar. I have a career as a salesman on one hand and an off hours avocation as a singer/guitarist on the other."

This is not the first time he has lent his musical expertise to a LUFKIN gathering however. Last year he hosted a weekend outing at Piney Point for a group of customers from Waukesha-Pearce Industries.

"One of their people knew that I played the guitar and asked me to bring it along. It was meant to only fill the lull on Saturday afternoon, after a day of fishing. It turned into a five hour marathon sing-along. They barely let me stop long enough to go to the bathroom. But we sure did have a good time."

He doesn't know if it was his harmonious serenading that did the trick but Waukesha-Pearce purchased five N2404C units for the Columbia Pipe Line project after that weekend.

John not only plays for small groups but he can proudly add larger engagements to his list of credentials. His talents have taken him from nine weeks in West Germany playing for the USO in 1972, to an Eisenhower tribute at the Kennedy Center in Washington, D.C.

"I've also been doing a lot of solo work this past year," he adds. He's been playing in a few small clubs in and

around the Houston metroplex. "I prefer small gatherings to large groups," he says. "I enjoy the intimacy it creates. People feel more free to express themselves in the form of a request or sing-along if the occasion lends itself."

When asked about his most difficult engagement he said, "It had to be at one of the Steak n' Ale restaurants one night in Houston. It was during happy hour one Friday night and the audience was wild." He'll never forget the experience.

"But even if I never play another gig, I will have accumulated a lot of satisfaction from my music. I will continue to practice and learn all I can about guitar and piano," adding that he tries to practice both instruments at least 30 minutes every day.

So on this particular night after the sales conference, if your ears were tuned just right, this cheerful group could be heard appreciating John's musical dedication, as they fired off a rousing rendition of the tear jerker ballad, *You Never Even Call Me By My Name*. "This isn't an unusual title to hang on a song, especially if it's country," John explained.

"You just can't sing an authentic country song unless you mention your mother, or prison and by all means don't forget to say something about a train in there somewhere." So the refrain for this song went something like this, "I was drunk the day my ma got out of prison and I went to pick her up in the rain but before I could get to the station in my pickup truck, she got run over by a darned 'ol train." You can imagine the rest, and naturally it does sound a bit different when put to music.

John's friends and LUFKIN customers certainly hope he'll continue to play for them. They will be wanting to hear more the next time his act comes to town.

--- Mary Beth Kinner

Melodious tunes filled the crisp cool air one evening during the recent Machinery Division sales conference, following a day of meetings, speeches and reports.

The scene of this high spirited merriment, was a warmly decorated family room. A fire snapped and crackled among the logs as a cozy group of friends sang along with Houston based district gear sales manager, John Skillern.

John's multi-talents are called upon quite often at many impromptu gatherings, as well as at weddings and private parties.

"I've been playing the guitar since the age of six. This year I received a piano for Christmas, so I've been teaching myself to play it as well," he mentioned during a break in the evening's entertainment. "That way I can switch back and forth between both piano and guitar when I'm out performing solo."

"However, for the next year or so, I probably won't play too many club dates," he admits. Most of his time,

RETIREES

Billy Holcombe 39 years

Billy Holcombe set down his electrical maintenance tools, and turned his energies towards being an amateur ham radio operator.



"Although I've been fiddling with this hobby since 1962, I haven't had much time until I retired," Holcombe says. "I've built an antenna and a transmitter, and I'm working on building a tower."

Under the call letters, KD5WT, Holcombe has made contact with radio operators in Brazil, Mexico City and many places in the United States.

"I'm looking forward to talking with someone in Russia," he says. "When I complete the tower, I'll be able to contact people further away."

Another interest of Holcombe's is to tour the Smithsonian Institute. He and his wife, Mary, are planning the trip before the end of the year.

Holcombe retired from Lufkin Industries' Trailer Division after 39 years of service. The couple have six children and three grandchildren.

Elbert Kirk 34 years

Elbert Kirk is enjoying retirement. His biggest gratification comes from helping neighbors and friends tend their cattle.



"I don't have any cattle of my own, but I like fooling with stock," Kirk says.

When he wants to pocket a little extra money he does small welding jobs and machinery repair. "I work when I want," he emphasizes. "I never, again, want to have a steady job."

In the near future, he and his wife, Martha, are planning a trip to Utah to visit his brother. Fishing and gardening are also favorite pastimes.

Kirk retired from the Trailer Division van department after 34 years of service. The couple have five children and 14 grandchildren.

Thomas Boulware 30 years

In retirement, Thomas Boulware is continuing to do one of the tasks he knows best — raising registered Brahman cows.



"Today, I have 66 head of cattle that my wife, Lorraine, and I have raised from calves," Boulware says. "I enjoy being outdoors, so I'll probably fish and garden."

Boulware retired as a class A welder from Lufkin Industries' foundry after 30 years of service. "I don't miss the work, but I sure miss the men I worked with all those years."

The Boulwares have two sons and five grandsons.



MAY ANNIVERSARIES

LUFKIN INDUSTRIES CANADA

Victor Halwa 19

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Bradley King 31
Aron Garner 18
Sherman Thomas 12
William Simcoe 11
Rene Esteves 11
Ronnie Smith 11
Ronnie Frederick 11
Randall Havard 10
Donald Deckard 10
Henry Lee 10
Kenneth Faries 10
Oscar Vasquez 9
Ronald Swint 8
Steven Sowell 8
John LaForge 8
James Colter 7
Lorenzo Reyes 7
Wayne Porter 7
Royce Hopson 7
William Luce 5
Charles McAdams 5
David Meaux 2
James Ivey 2

FINAL ASSEMBLY & SHIPPING

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Billy Noel 17
Floyd Cartwright 14
James Davis 11
Robert Burrell 9
Marilyn McCloud 8

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Billy Summers 21
Vernon Nixon 20
Gene Zinkler 16
Robert Lucas 16
William Fincher 15
Simmie Moffett, Jr. 14
Larry Thigpen 14
Charles Shattuck 13
Moses Davis 11
Michael Hulet 11
John Brown 11
Billy Davis 10
Kathi Jordan 10
Carl Canino 9
Basilio Morales 9
Donald Williams 7
Jose Lopez 7
Robert Callaway 6
Randall Harkins 4
Mose Thompson 1

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Joe Lowe 2

MACHINERY MANUFACTURING

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Eddie McFarland 31
Charlie Vann 24
Cleo Hale 23
Charles Minshew 20
Larry Lunsford 19
Phillip Smith 18
Jimmy Johnson 16
Myrie Powers 16
Tommy Davis 16
Fred Curbow 14
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Glenn Youngblood 13
Manuel Basham 13
Jimmy Lunsford 12
Michael Maddux 12
Steve Cortines 12
James Headrick 12
Gary Montes 11
Gene White 11
Melvin McFarland 11
Wayne Bynum 11
Peyton Page 11
Manuel Luna, Jr. 11
Randal Luce 11
Peter Mancill 11
J. Johnson, Jr. 11
Bobby Landrum 11
James Watson 11
Gary Long 9
James Sumrall 9
Michael Whitten 9
Larry Matthews 9
William Cantrell, Jr. 9
David Evans 8
Clarence Collins 8
Rodney Blanton 8
Larry Singleton 7
Robert Tims 7
Buford Thomas 7
Jerry Wilson 7
John Tyer 7
David Pennington 6
Eally Smith, III 5
Kenneth Phillips 1

TRAILER SALES & SERVICE

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James Allen 8
Jose Gutierrez 6
Leonard Hobbs 6
Robert Bower 6
Nelson Sapia 5
Martin Hernandez, Jr. 5

WELDING SHOP

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LITTLE ROCK FOUNDRY

Bonita Troutman 7

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Mike Cloyd 19
James Duggan 17
Lawanna Gainer 13
Delbert Floyd 11
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Barbara Sumlin 7

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Karen Barringer 9
Pat Grimes 8
Rhonda Modisette 5
Donald Morris 2
Donna Conner 2

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Rick Masters 9
Gladys Grossman 8
Debbie Vann 7
Karen Roebuck 6
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Ross Pinner 2
Jeff Lewis 2

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Wendell Addington 6
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Betty Coleman 19
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Charles White 17
Mondorle Hadnot 14
Gene Hallmark 14
Terry Taylor 14
Sammie Davis 13
Jerry Elder 11
Justin McElroy 9
James Crawford 7
Evelyn Rice 7
Johnny Mote 2
David Hudspeth 2
Ernest Caldwell 2
John Buschman 2
Jorge Guajardo 2
Kim Brady 2
Scott Rayburn 2
Guadalupe Garcia 1
Jack Webster 1



Eddie McFarland
31 Years



Lum Teer
31 Years



Billy Ray Harris
30 Years



Loyd Davis
27 Years



Rodney Brazil
25 Years

CHANGES

Company officials have announced 10 job changes and new assignments. They include:

TRAILER DIVISION: Grady Spangler, from working foreman to maintenance foreman.

MATERIAL CONTROL: William Redd, from working foreman to storekeeper; Barbara Sumlin, from reporting clerk to storekeeper.

MACHINE SHOP: Vicki Tullos, from foundry technician service clerical/laboratory assis-

tant to clerk.

FOUNDRY: Carrol Bonner, from shop floor controller to class B pattern tender; Robert Drouet, from melting laborer to pattern maker wood apprentice; Jose Garcia, from crane operator learner to hydraulic manipulator operator; Dan Legg, from crane operator learner to shakeout tender; Tommy Saunders, from production technician to foreman; Michael Weatherspoon, from melting laborer to class B pattern tender.

GUEST CORNER

JIM RIGGS



"We must never think that there is not a better way to do anything ..."

In the LUFKIN Roundup Guest Corner column, last month, Mike Penn repeated the statement "Lufkin Industries is committed to excellence."

Sounds good doesn't it? Sounds simple doesn't it? Even sounds easy, right? But wait a minute . . . who is Lufkin Industries? Isn't LUFKIN a team of over 2,000 employees? Can LUFKIN truly be 100 percent committed to excellence unless each of those employees has personal commitment and can say, "I EXCEL"?

"I EXCEL" -- Keystone of excellence

Before you say, "How can I EXCEL? I'm just an ordinary person," consider these words of Martin Luther King Jr.: *"If a man is called to be a streetsweeper, he should sweep the streets even as Michelangelo painted, or Beethoven composed music, or Shakespeare wrote poetry. He should sweep streets so well that all the hosts of heaven and earth will pause and say, here lived a great streetsweeper who did his job well."*

Too often we may recognize the need for something to be done but not really accept a personal responsibility to help get it done ourselves. We tend to rely on "somebody" else. Rather than count on the rest of the team to carry us to excellence, each of us on the LUFKIN team must perform as individuals who can say, "I EXCEL."

Components of an excellent company

To be truly excellent, a company must be comprised of excellent parts. This means we must have excellent divisions, excellent departments and excellent crews . . . all made up of excellent individuals. We must demonstrate as molders and managers, salesmen and structural workers, electricians and engineers, programmers and painters, assemblers and accountants . . . that everyone of us can say, "I EXCEL."

Areas of excellence

I believe there are four areas on which each of us on the LUFKIN team can focus in our journey toward excellence. These are: customer commitment, quality, innovation and resource utilization.

• Customer commitment:

Each of us must realize in our every action that providing value and service to Lufkin Industries' customers is the only way we can continue to exist as a company. Do you trade with any businesses that don't provide you the greatest value and/or service?

Our effectiveness in providing value and service to customers will largely determine our success as a business.

Whether it is cleaning a casting, typing a letter, making a drawing or answering the telephone, we must keep customer concern foremost in our minds.

• Quality:

LUFKIN enjoys a good reputation world-wide for the quality of the products we manufacture. But . . . is "good," good enough? Why not excellent?

Quality simply means doing the right things right, the first time. Excellent quality will not only mean customer satisfaction, but because all operations are done right the first time, scrap, waste and rework will be minimized. Our costs will be reduced and profits maximized. Excellent quality is essential at every level of our company.

• Innovation:

We must never think that there is not a better way to do anything we do in our company. We have not found the best way to machine a gear, prepare a state-

ment, pour a mold or design a trailer.

Innovation is not just something needed in the shops . . . it is needed and necessary everywhere in our organization from corner office to casting yard. Every day each member of the LUFKIN team regardless of his or her job must diligently seek innovative ways to better serve our customers, improve our products and reduce our costs.

• Resource utilization:

Here at Lufkin Industries, we have two basic resources: capital and human. Our stockholders have provided us with excellent capital resources in tools, equipment, plants and property as well as the finances we need to manufacture our products. These must be utilized effectively.

The men and women who make up the LUFKIN team are our human resource. It is this wealth of talent, ability and skill that puts the capital resources to work. We must utilize all of our resources wisely.

Like the story from the Bible about the stewards and the talents, we must make our resources be productive and grow. Our human resource can grow and develop through participation in LUFKIN's many educational opportunities --- tuition aid, industrial education courses and the University of Texas training courses. Other examples of human resource utilization are participation in company suggestion systems, self study and the setting of achievable personal goals for job improvement.

Lufkin Industries is committed to being an excellent company. The keystone to achieving this goal is when every member of the LUFKIN team can say, "I EXCEL."

LUFKIN INDUSTRIES, INC.

P.O. Box 849, Lufkin, Texas 75902-0849

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Ductile Iron Facility

6

Tenth Annual Company Fishing Tourney

8

LUFKIN Family Photo Album

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Drug and Alcohol Program

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Singing Salesman

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