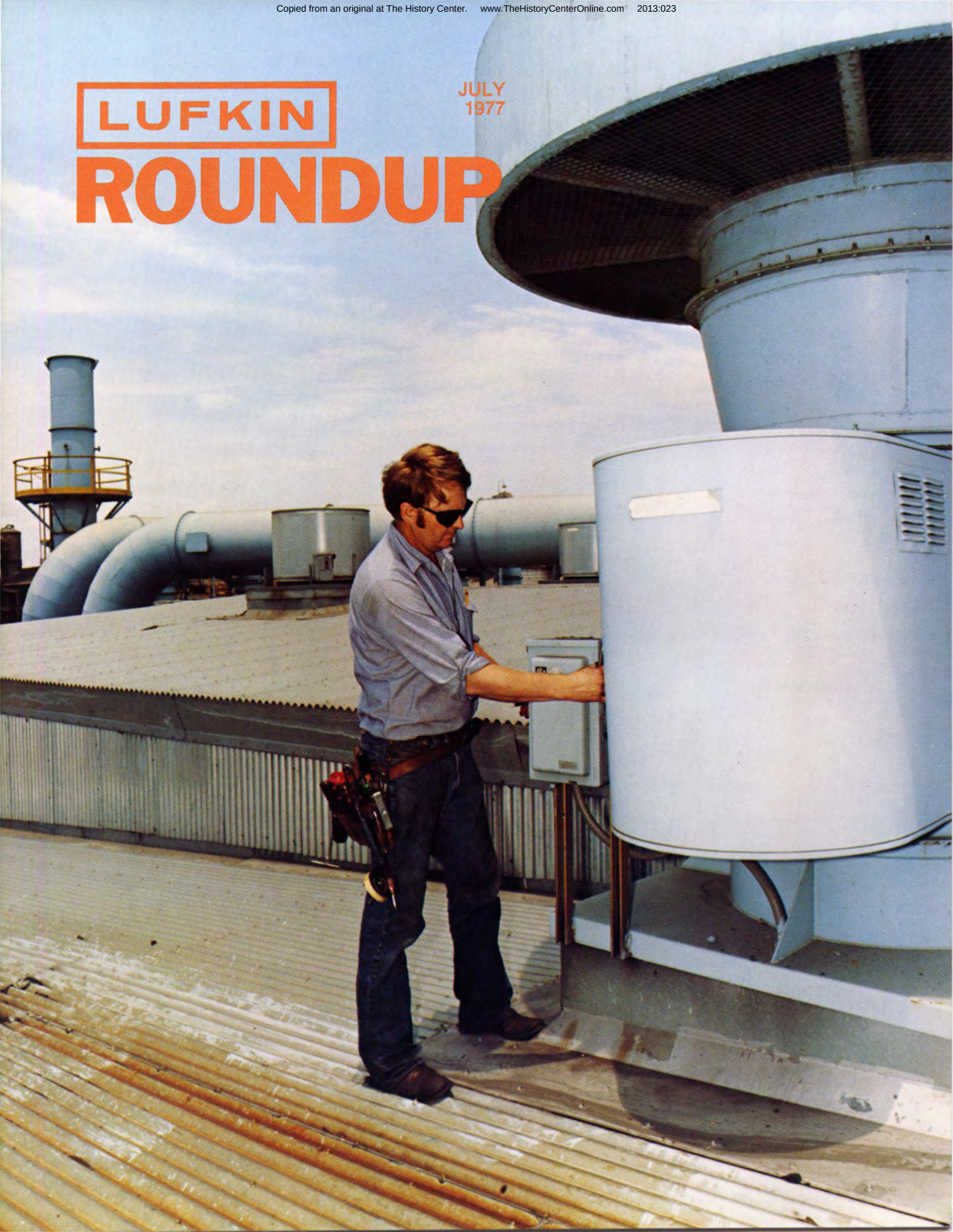


LUFKIN ROUNDUP

JULY
1977



FELLOW EMPLOYEES:

Education is essential to the progress of anyone, whether the learning is obtained from the classroom or on the job.

Every once in awhile some high school senior will ask me the question, "Why do you think I should continue school and get an education?"

The normal response is to enlarge upon the material aspects of a good education, and tell them that the principal benefit is in helping them get a better job, etc. Most seem to know already that the boy or girl who does not make the best of all learning opportunities will be at a disadvantage in competition with others, especially in later life.

I am not going to suggest that you fill yourself chock-full of information. One can become over-educated and pass over important things as trivials. The main purpose of education, as I see it, is to teach you to think, and then to communicate your thoughts to others.

An education helps you to understand your fellow man and the world in which you live. Education helps you to handle yourself more graciously and with ease regardless of the environment. Also, an education helps you relate properly to the problems of others or achieve the peace of mind and understanding which you need to support you through life's crises.

We are interested enough in the education of our employees' children to offer a total of twelve scholarships each year to further their education in college. The Lufkin Industries Foundation this year awarded eight \$4,000.00 four-year scholarships to Lostra Lanell Thomas, Gregory Charles Rhodes, Colleen Louise Riggs, Jack Gregory Alexander, Gary Lynn Greening, Jr., James Douglas Hallmark, Danny Lee Harris and Whit Lynn Bates, and two \$1,000.00 two-year scholarships to Sonja Lanell Mitchell and Steven Wayne Farr for Angelina College.

Unfortunately, there were others who applied but were disqualified because they did not take the required Scholastic Aptitude Test (SAT). We regret this, but we must abide by the rules of the Foundation.

We also encourage our employees to seek further education, and we conduct various courses that can help employees learn more about their jobs.

I think that education is absolutely essential, but I'm not just referring to "book learning." You should be after the education that will teach you to think and reason, which will improve your material prospects, which will add to your poise and deportment, and which will round you out for a fully successful and happy life.

That is the kind of life we wish for each of you.

R. L. POLAND



... from
The President's
Desk

LUFKIN IN FOCUS

Ten Scholarships Awarded

"Some scholarship applicants had all the qualifications except for the SAT test for the 4-year scholarship," said R. E. Barr, president of the Lufkin Industries Foundation.

"I cannot stress the importance of meeting all the requirements for the application of our scholarships."

For the 1977 school year, eight four-year and two two-year scholarships were awarded by the Lufkin Industries Foundation.

Students receiving four-year scholarships to any accredited college or university in the U.S. were: Jack Gregory Alexander, Lufkin High School, son of Mr. and Mrs. C. K. Wood and the late Jack Alexander, Huntington; Gary Lynn Greening Jr., Lufkin High School, son of Mr. and Mrs. Gary Lynn Greening Sr., Lufkin; James Douglas Hallmark, Lufkin High School, son of Mr. and Mrs. Gene Hallmark, Lufkin; Colleen Louise Riggs, Lufkin High School, daughter of Mr. and Mrs. Jim Riggs, Lufkin; Gregory Charles Rhodes, Lufkin High School, son of Mr. and Mrs. Charlie Rhodes, Lufkin; Lostra Lanell Thomas, Lufkin High School, daughter of Mr. and Mrs. James B. Thomas, Lufkin; Danny Lee Harris, Diboll High School, son of Mr. and Mrs. Robert Lee Harris, Diboll; and Whit Lynn Bates, Shreveport Branch High School, son of Mr. and Mrs. Floyd Bates, Shreveport.

Two-year scholarships to Angelina College were presented to Sonja Lanell Mitchell, Kennard High School, daughter of Mr. and Mrs. Willie Z. Mitchell, Kennard; and Steven Wayne Farr, Hudson High School, son of Mr. and Mrs. Sherman Farr, Lufkin.

This year's awards bring the total to 92 scholarships amount-



One scholarship winner congratulates another as they walk down the aisle in opposite directions. Pictured are: left, Jack Gregory Alexander, and right, Gary Lynn Greening Jr. Both were from Lufkin High School.

ing to \$190,800 which have been presented since the Lufkin Industries Foundation was begun in 1965.

Lufkin Industries Foundation scholarships are awarded to students whose parents are employees of LUFKIN. All scholarships are given on the basis of academic achievement, character and citizenship.

A non-partisan committee not associated with the company and whose membership is known only to the members of the Foundation selects the winners each year.

Children of directors or officers of the company are not eligible, nor are seniors who have had a member of their family win a Foundation scholarship previously.

LUFKIN IN FOCUS

Scholarship winners:



Six four-year, \$4,000 scholarships were awarded to Lufkin High School seniors at Awards Day ceremonies by the Lufkin Industries Foundation. Winners of the scholarships are: l-to-r, James Douglas Hallmark, son of Mr. and Mrs. Gene Hallmark; Gary Lynn Greening Jr., son of Mr. and Mrs. Gary Lynn Greening Sr.; Colleen Louise Riggs, daughter of Mr. and Mrs. Jim Riggs; Johnny Long, personnel director of LUFKIN; Jack Gregory Alexander, son of Mr. and Mrs. C. K. Wood and the late Jack Alexander; Gregory Charles Rhodes, son of Mr. and Mrs. Charlie Rhodes; and Lostra Lanell Thomas, daughter of Mr. and Mrs. James B. Thomas.



Danny Lee Harris, Diboll High School graduate, received a 4-year, \$4,000 scholarship. His parents are Mr. and Mrs. Robert Lee Harris of Diboll. Frank Stevenson, vice president, machine shop, made the presentation.



Whit Lynn Bates received a four-year, \$4,000 scholarship. His parents are Mr. and Mrs. Floyd Bates. Floyd works in the Shreveport office of Lufkin Trailers.

LUFKIN IN FOCUS



Johnny Long, personnel director for LUFKIN, presents a 2-year, \$1,000 scholarship to Angelina College to Hudson graduate Steven Wayne Farr, son of Mr. and Mrs. Sherman Farr of Lufkin.

Spencer Wins Scholarship



Willie Spencer III, graduate of James Madison High School, Houston, has received an achievement scholarship at the University of Texas at Austin for the 1977-78 school year.

He is the son of Mr. and Mrs. Willie Spencer Jr. of Houston and the grandson of Mr. and Mrs. Willie Spencer Sr. of Apple Springs. His grandfather works for LUFKIN in the foundry chipping department.

While in high school, Willie was a member of the National Honor Society and Key Club. He was also named to "Who's Who Among American High School Students," was an honor graduate, and was chosen Most Distinguished High School Student and Most Scholarly at Madison Sr. High.



Sonja Lanell Mitchell, daughter of Mr. and Mrs. Willie Z. Mitchell of Kennard, received a 2-year scholarship at graduation exercises at Kennard High School. Presenting the award was Rod Pittman, vice president of foundry operations.



Betty Wood, production control, won the grand prize of a seven-day expense-paid vacation for two in Hawaii

Hawaii Bound

"I always thought winners on game shows overreacted," Betty Wood said. "But now I know how they feel!"

Betty, who works in production control, was especially lucky when she won everyone's dream—the Grand Prize: a seven-day expense-paid vacation for two in Hawaii. The trip was a door prize in the Southern Kitchens Cooking School, and included in her prize package were a \$300 wardrobe and \$300 in traveler's checks.

How does it feel to be a winner?

"I was surprised because I'd never won anything—shocked is

the word," Betty said.

Betty said she never really thought about going to Hawaii until she won the trip, but after she won, she was excited.

Flying is a new experience for Betty. "It's my first time on a plane, and I'm scared to death," she said before she left June 20.

Betty gives fellow employee Sandy McMullen, credit for her good fortune. Sandy picked up seven tickets, including Betty's. Another ticket belonged to Sandy's sister, Sue Massingill, who also won a nice prize at the cooking school.

Sue, who works in the Trailer Division, won a room-size Mohawk carpet valued at \$175. Like Betty Wood, she was surprised.

"I had never won anything, either. When they called my name, the friend I was with had to punch me!" she said. Sue said it didn't really dawn on her that she had won anything until after she got home.

But the best part of winning, Sue said, was the reaction of other people. "Other people congratulating me and showing interest made winning really special," she said. "I think if no one had said anything, it wouldn't have meant as much."

LUFKIN IN FOCUS

Shop Promotions

The following employees were promoted to 1st shift working foremen within the Machinery Division: Howard Bennett, electrical department; Mac Arthur Mitchell, truck stop; and Robert McNeely, mechanical maintenance.

Within the welding and structural plant, Eddie Mask was promoted to 2nd shift foreman in the final assembly and shipping department.

In the foundry department, Donnie Dudley is the foreman in charge of 2nd shift side bay molding and 2nd shift core room operations.



Howard Bennett



Mac Arthur Mitchell



Robert McNeely



Eddie Mask



Donnie Dudley

LUFKIN IN FOCUS

Johnson Coutee, Trailer Division, 26 years

Johnson Coutee, who is retiring after 26 years in the Trailer Division, has always believed in dependability on the job.

"I've always tried to do my work to the best of my knowledge, to be dependable, to never be late, and to never miss a day," Johnson said. "If a man's on the job, you can get some work done."

Johnson began working for LUFKIN on July 26, 1951, as a common laborer. From there, he went on to driving an A-frame, which moves trailers in the yard, for 15 years. Johnson later became foreman of the yard crew and spent three years driving a tug. He said quite a few changes had been made since he started work.

Johnson said he really enjoyed working, but he looks forward to retirement. "The company has been mighty nice. I never had any troubles. I always tried to treat folks nice and to get along. I try to please regardless of where



For 15 of his 26 years at the Trailer Division, Johnson Coutee drove the A-frame which moves trailers in the yard. On the day he received his retirement watch, he visited his friends in the trailer plant. He gives Elvis Thompson a few helpful hints about driving his tug.

a person is," he said.

Born in Sabine County, Johnson has lived in Lufkin for 30 years. He and his wife, Muriel, have eight children and 26 grandchildren. Asked if having eight children was any harder than having two, Johnson said, "I could never tell any difference. I worked all the time, anyway. I managed

to take care of them."

"I didn't find it hard. I didn't lose any more time when I was a single man than when I had eight kids," he said.

Johnson said he plans to do some fishing that he hasn't had time to do. "I have a happy outlook. I've look forward to retirement."

J. B. Reece, Trailer Division, 31 years

"Well, I guess I would tell a man starting a new job that he should try to make himself a steady, faithful employee," said J. B. Reece, who retired from LUFKIN after 31 years of faithful service.

"J. B." said the most significant change has been in the working conditions.

"When I started here, everything a man did, he did by hand. Now, there are machines to do everything.

Born in Houston county, "J. B." has a few cattle on his 85 acres which he believes will keep him busy in his retirement years.

"Just keeping the fence up will take a lot of time off my hands."

However, he was sure he could manage to get a fishing or hunting trip into his retirement activities.

"I've been looking forward to



Fellow employees, Ewell Jackson, center, and Walter Butler admire the retirement watch of J. B. Reece

retirement. I see it as a happy time; I really do."

He and his wife, Eva, have four children and seven grandchildren

that are "scattered everywhere."

"We get them all together when we need to see them—which is quite often."

Bosses say "yes and no"

Six new front-line supervisors agreed to talk candidly about four widespread complaints about bosses.

A one question survey polled 100 employees, asking: "What is your chief gripe about your boss?" These are the four complaints consistently mentioned from the 100 responses:

"Bosses aren't concerned about us as people, only about our work; Bosses never notice when we do something right, only when we do something wrong;

Bosses don't have pressure on them to produce as we do; and

Bosses get paid more than we do, but they don't do as much work as we do."

New supervisors were chosen for the "boss panel." Why? Since these men just recently left the rank-and-file work force, it was believed they could readily identify with the complaints and possibly understand the reasons behind these complaints. Also, a new man on the job may have some new approaches to changing attitudes.

The following gives the names of the bosses, their departments, their positions, and how long they have held their present positions: David Allen, electrical department, working foreman, three months; Mike Cloyd, material control department, material control coordinator, six months; Larry Cloudy, utility maintenance, working foreman, eight months; Donnie Dudley, foundry department, working foreman, four months; Glen Goehring, counterweight foundry, working foreman, six months; and Ray Russell, traffic department, manager, six months.

"As a boss, you have to be concerned about people because you're working people."

Ray Russell

ROUNDUP: Bosses aren't concerned about us as people, only about our work. As relatively new supervisors, what is your reaction to this complaint?

Ray: I think it's a valid complaint. As a boss, you have to be concerned about people because you're working people. If you're not concerned about them, then you're not concerned about the work.

ROUNDUP: How do you differentiate between the two, the person and the job?

Ray: How to be concerned? I really don't know. You have to draw the line somewhere. You can't become totally involved in everything they're involved with. At least, I don't think so.

Mike: It used to be, maybe, that a boss didn't have to be as concerned with people. A person was expected to come to work, and do that work without question. If he were having personal problems, the boss wasn't too concerned about it.

But nowadays, people work for other people. You've got to give people the incentive to work; they're interested in performing for someone they like.

Glen: It's pretty well known that a person will work better, harder, and do a better job if he likes his job. A major portion of the job is not only the physical work but also his boss.

Larry: I'm probably trying to pattern myself more after the boss I had. He treated a man with respect and let him know when he did a good job.

He didn't say "that's good" but you could just tell, like in the way he showed you how to do things, that he appreciated you doing something right.

A man doesn't learn anything unless he wants to. If a boss can get somebody motivated enough to want to do a job, he's won his man.

Mike: I tell you one thing I've noticed with the people we have here talking. We've got a young group. Our attitude about this is



going to be a lot different than the ones you would be talking to in the late forties or fifties.

You will find the majority of your working foremen or supervisors in the shop areas today are going to feel a lot different from us. But I think today the way people are oriented, you've got to be concerned about them.

Ray: I believe it matters a lot. I worked for a person once who did not know anything about me (unless I told him.) He was completely unaware if I had sick folks or something like that. He would not know that I needed to be off because he was so far removed from me as an individual.

ROUNDUP: Should a boss make deliberate attempts to show concern?

David: I don't believe you have to make an effort to let people know you care. If you try with everyone to show you care, it will be something that comes naturally.

Mike: Just talk to them about something that doesn't pertain to work sometimes. It gives a boost. I know it always did me. I tried to do that on occasion with everybody; but of course, you can't do it very often.

ROUNDUP: The second major complaint is "that bosses never notice when we do something right, only when we do something wrong."

Mike: This is a difficult one.

Glen: It is important but it's very hard to go about doing. It is hard to say without being superficial. Each person is so different.

Mike: You learn that right quick.

David: You have to know your people. Of course, most of us have worked with them which helps in understanding them.

Glen: Still, you change in a sense when you become a foreman.

In their eyes, you change. It puts you in a different light. Other foremen have told me that the hardest people to supervise are your closest friends. Sometimes



"If a boss can get somebody motivated enough to want to do a job, he's won his man."

Larry Cloudy

they take advantage of their friendship.

Mike: I can tell you one thing that I go by. I know how I want people to treat me. I try to treat somebody else the same way.

I realize, in the past, that maybe sometimes I did not do my job like I should and a lot of times I was reprimanded for it. It's true that most of the time when the boss gets on you, you need it. Now the way they go about doing it sometimes leaves a little to be desired.

David: When you give a man a pat on the back, you've got to be sincere about it. They can tell if you're trying to push them into something.

Glen: I think the most appreciated show of gratitude comes directly from the supervisor.

David: I think the front-line supervisor has to be in touch with the men a lot more than the next man up. He has to see their side of a situation as well as the company's.

Mike: It's a difficult situation to be in because you've got it from the top and the bottom.

When you think an employee is doing something wrong, give him a reason why he's doing something wrong. You may be seeing it one way and he may be seeing it another.

Always let someone speak their mind before you pass judgment on them. I think it's a good idea.

Glen: I still think it all boils down to motivation. If you get a man to take enough pride in his work, he's going to do it to the very best of his ability.

ROUNDUP: A common belief among employees is that bosses don't have pressure on them to produce as they do.

Glen: I disagree. One man has pressure for only his production whereas if I have ten men under me, I have the pressure of having to get ten men to do their production.

However, it's only natural for a man to say he has more pressure than someone else because he feels his pressure whereas he doesn't see or feel my pressure.

David: A man under me sees pressure from one direction, I see it from both directions.

Mike: Since I've been in this new position, I've had the opportunity to go to other departments and deal with a lot of people.

You know, it's just human nature to say: "Gosh, I wish I had that guy's job because he doesn't have as much to do as I do."

I've found that everybody has a heck of a lot of work. So, whether

you're boss or employee, you feel like somebody else doesn't have nearly as much to do as you do.

Donnie: I feel like I have to stay on the floor all the time. Primarily, the main thing I'm doing is letting the guys know that I'm around in case they need to know something or need me to help.

Glen: Our main job is to get production out. There's a lot of things I know I could do in the office or somewhere else. However, if I give a man a highly undesirable job, like moving castings, I'll help him out for awhile. I do this so as not to seem the kind of a guy who pushes a job off on someone else.

Ray: Basically, my job is in the office all the time but there are still times you can not take care of something in the office. It's just something you've got to do.

There are a lot of days that I'd just as soon not leave the office but I've got to go to someone and find out what the problem is, what the situation is, and get it done.

Mike: You can't get the production out without planning.

Planning takes paperwork, someone sitting down and scheduling the workload in that particular work station, whether it's getting the units out the door like Ray does, or planning to get the material in here. Someone has to be responsible for the planning in order to meet the shipment.

Ray: I think this is one belief they want to believe. It's something they want to say.

David: I agree, because in maintenance the front-line foreman gets out and works.

Ray: When they really stop and think about it, they will see it is not true.

ROUNDUP: This is the final complaint against bosses: Bosses get paid more than we do but they don't do as much work as we do.

David: I would like to ask them what they want us to do as far as work goes. What do they think a foreman's job is?



"Most people don't even want to come to work to begin with. You have to convince them to work the long hours."

Donnie Dudley



"When you think an employee is doing something wrong, give him a reason why he's doing it wrong. You may be seeing it one way and he may be seeing it another."

Mike Cloyd

ROUNDUP: Maybe you need to define it?

David: We have a lot more pressures and responsibilities. A front-line foreman has got to be involved. He's got to know his men, what affects them, when he needs

a day off, why he's not working and what each man can do.

Ray: You've got the responsibility for the whole ball of wax in that particular area, whatever it may be. As a front-line supervisor, you've got the whole thing.

Before I became a boss, I came to work, did my thing and kept my nose clean. Basically, that was it.

But now, I've got 14 truck drivers, a truck foreman, and five or six other people looking to me. You can't say I don't have anything to do.

Mike: Just supervision problems, working with people adds all kinds of pressure and responsibilities.

ROUNDUP: Are these four complaints about bosses ones that, as supervisors, will concern you?

David: I think the first one is legitimate. If a boss carries out number one, he will eliminate the others.

Donnie: I agree. If you're really concerned, show them you really care, they will see that you have a lot to do.

David: In most cases, you always have someone bad mouthing the boss, the company and anything else. You've got to win him over; if not, you've got to win your crew over to your side.

Mike: Do you all agree that you need to deal with each individual differently?

David: You can't treat them as a group and win.

Glen: You've got to treat them as individuals but not be partisan. What motivates one person may not motivate another.

Mike: People work for other people; they don't work for a company most of the time.

Ray: I always listen to people regardless of what they've got to say or how insignificant it may seem.

You've got to listen to them and give them an answer. Let them talk to you even though you may know what your answer will be.

ROUNDUP: To end this interview, let's turn tables and ask, "What is one of the most difficult tasks that you have as a new front-line supervisor?"

Mike: One of the biggest problems I have is stopping what I'm doing and listening to the problems of an employee.

Sometimes it's easy to do, but sometimes it's really hard to stop and listen to someone's problem when you're trying to get something out. Then as soon as that problem is solved, here comes someone else with another problem.

That's been the most difficult task for me.

Ray: I think my most difficult problem is simple worry. I worry that everything that has been planned is going to work out fine. I just worry about people and the work.

Glen: I think mine is trying to motivate people that have negative attitudes, and having to work men under adverse conditions. Trying to get them to use their initiative, their mental and physical capacities to the maximum.



"A man under me sees pressure from one direction; I see it from both directions."

David Allen

Donnie: I think mine is the constant training of new men. I work the second shift and new employees come in all the time. Trying to get production out of these men and keep the machines running is difficult.

David: Some of all of those answers. It's hard to say. I guess right now, my biggest problem is personnel—getting qualified men to come to work and stay on the job. We're short of men.

Donnie: Yes, some people don't even want to come to work to begin with. You have to convince them to work the long hours. You have to show them it's worthwhile.

David: As it is now, if a man works three days a week, he's happy.

Glen: If I lay them off a week, some will pat me on the back and say thank you. The thing is you have to tell them it's worthwhile as far as the pay and personal satisfaction.

Ray: Even people who like their jobs tend to get tired if they are incessantly under the gun 10 hours a day, six and seven days a week.

Mike: A lot of people have quit not because of the pay but because of the long hours.

Of course, if you have to get out "x" amount of production with a limited work force, you have to work more hours. That's the only choice the company has. And when they do that, they just have a tendency to run them off.

David: It is a problem.

Ray: I think one of the quickest ways to get rid of people is requiring long hours, day after day. You're going to lose good, qualified people. They can go other places and make the same amount of money or better with a lot less demand.

David: I'm losing a good man right now who just finished his probation period. I lost him just because he was offered a job that requires only 40 hours a week.



"You change in a sense when you become a foreman. In their eyes, you change."

Glen Goehring

He's a good man, and I hate to lose him.

Mike: You find some people that like the overtime for awhile. However, I find that it isn't long before an employee wants to go back to those 40 hours.

ROUNDUP: There are a lot of problems attached to the title front-line supervisor. Do you still like your new role of being "boss"?

Mike: It's all according to the individual.

The pay is not all that different, at first. What do you want out of life has to be one question you ask yourself.

Do you want a job where you have a set routine thing to do each day or do you want to become more involved with the company and grow with the company?

Because for the added responsibilities, there's not that much difference in pay. It's just what you want to do with your life.

Note: The other "bosses" agreed.



THE ROUNDUP READER SURVEY

Results

According to the results of THE ROUNDUP readership survey, employees would like more articles pertaining to employee benefits and employees.

Employees prefer the same number of financial articles and less articles on births, anniversaries or weddings.

The survey was designed to determine employee readership of THE ROUNDUP, to compare company news sources, to determine employee preference of news topics and standard features, and to test the attitude of the reader toward the magazine.

The survey, placed in the January issue of THE ROUNDUP, was mailed to 2600 employees; 263 employees (10%) responded. The average return for a readership survey ranges from 10 to 13 per cent.

The conclusion drawn from a review of the questionnaires and the written responses is that THE ROUNDUP is the primary source of information; the majority of employees always read the publication; and few want the publication to change except that employees want "more news about other employees," and "more candor about the company policies and practices."

In reviewing the survey, question by question, the reader can check the tables to see the tabulations.

The first question of the survey asked whether the employee reads the magazine, always, occasionally, seldom or never. The results showed that 92 per cent of the employees always read the magazine. (See Table I)

The next question was designed to determine whether THE ROUNDUP is a primary source of information. The employee was asked to rate six sources of company information in order of preference. When THE ROUNDUP was compared to other news sources, employees chose it twice as often as all other company news sources. (See Table II)

The results of the returned questionnaires show that the employees rate THE ROUNDUP as the number one source of company news. The "Grapevine" is the second primary source of company news. The other categories followed in the order as listed: bulletin board, third; the supervisor, fourth; foreman, fifth; and the memo, last.

Although employees favored more news on employees and employee benefits, many employees requested more news on manufacturing methods and new equipment. More employees requested less news in the categories of births, weddings, and

anniversaries and financial reports than any other news categories.

Of the six regularly featured items in THE ROUNDUP, more employees always read "LUFKIN In Focus" than any other featured item. The second standard item employees always read is "From the President's Desk." (See Table IV)

The most controversial question of the survey was "Would you pay \$1 per year for a subscription to THE ROUNDUP?" This question was included only as an evaluative tool to measure the attitude of the reader toward the magazine. It was never the intention of this company to charge a fee for the magazine. Over 75 percent said yes. (See Table V.)

The remaining two questions requested job classification and age of employee. These questions were included to see if age or job classification was a factor in employee preference in news items. Neither age nor job classification was a factor.

Because of space, these charts could not be published in the magazine. If the reader checks the bulletin boards, he will find these tabulations posted. These are the bulletin boards this department has placed in certain areas of the shop.

Reader Commentary

Although all the comments from the readers could not be published, here are a few comments that indicate the general trend of what the readers had to say.

"I have kept all THE ROUNDUP issues that I have received beginning with the April 1956 issue. I always enjoy looking through the back issues."

"General content of articles by staff personnel is good but some statements by writer reveal lack of knowledge of subject. Proofreading by qualified person is needed to eliminate 'boners' from final copy."

"I think you should have more pictures of the employees that have from 15 years service and over."

"Enjoy reading the magazine all the way through. Being out in the field, THE ROUNDUP makes me feel close to the home office and fellow employees."

"I read every word in the magazine. It is like making a trip back to the plant. I only throw the old magazine away when a new one comes in."

"Why did I not get the magazine while I was on strike?"

"What can I say. Journalism is akin to politics. Print what people want to read, photograph what they want to look at, and you have their vote. And yet you fail to satisfy, but, that's life."

"Families of the people working for LUFKIN are more interested in people than machinery. Emphasize people. In effect, LUFKIN employees

are already paying for THE ROUNDUP because money to finance it could be used as wages. Forget the \$1 subscription."

"To have pride in the company, a person needs to know about the company's policies and the reasons for them. THE ROUNDUP is the only effort LUFKIN Industries seems to make in this direction."

Table I
Employee Readership of THE ROUNDUP

	no.	per cent
<i>always</i>	243	92.40
<i>occasionally</i>	12	4.56
<i>seldom</i>	6	2.28
<i>never</i>	2	.76
	263	100.00%

Table II
Comparison of Company News Sources

	Bulletin board	Grapevine	Roundup	Foreman	Supervisor	Memo
<i>rate of choice</i>	no.	no.	no.	no.	no.	no.
1	30	39	85	10	23	6
2	27	30	18	15	21	11
3	23	16	25	18	10	5
4	8	12	13	0	9	14
5	7	5	8	7	10	9
6	2	2	4	11	3	10

Table III
Employee Preference of News

	<i>more</i>	<i>same</i>	<i>less</i>
	no.	no.	no.
<i>manufacturing methods</i>	72	59	7
<i>new equipment</i>	68	58	8
<i>financial reports</i>	55	74	17
<i>employee benefits</i>	85	48	5
<i>features on employees</i>	83	48	8
<i>births, weddings, anniversaries</i>	39	64	25

Table IV
Employee Preference of Standard Features

	<i>always read</i>	<i>seldom read</i>	<i>never read</i>
	no.	no.	no.
<i>President's desk</i>	124	14	9
<i>Celebrating anniversary</i>	111	26	5
<i>Marking anniversary</i>	108	28	10
<i>Joke page</i>	107	25	6
<i>LUFKIN in Focus</i>	126	13	6
<i>Retirees</i>	115	19	6

Table V
Test of Reader Attitude Toward THE ROUNDUP

	no.	per cent
<i>yes</i>	205	77.95
<i>no</i>	58	22.05
	263	100.00%

REMINISCENCES

Galveston and Baseball too!

by Guy Croom



In 1974, the senior golf tournament that I attend every year was held in Galveston. Spending a week there brought back memories that I had forgotten about. In 1908, guessing, we lived at a saw mill town, on the I & GN railroad about 60 miles north of Houston. The name of the place was Elmina.

The I & GN put on an excursion train to Galveston; they called it the "Sea Wall Special." The fare was a dollar and "fo' bits" round trip.

So papa and I went on the Sea Wall Special. We boarded the train around 2 a.m. The I & GN pulled the train to Houston and then the G, H & H (Galveston, Houston & Harrisburg) took it on to Galveston. We crossed the causeway that links the mainland with Galveston Island a little after daylight. Our train moved very slowly across the causeway so that the passengers could see the water. I saw the mullet jumping up out of the water and imagined it would be fun to catch them on a cane pole with my hook baited with a worm.

I didn't know then that those little scamps would not take a bait under any circumstances. Incidentally, the original causeway was destroyed by the great storm in 1900.

At the railroad station, we got on a street car, went to the beach, and got off at Bedison's Pier, where there were curios, souvenirs and a lot of things to spend your money for. There, I saw my first ready-rolled cigarettes packed in a little cardboard box called Piedmonts, 15c a box. I bought a box and carried them



home to show mama.

Papa bought an ice cream cone for himself and one for me. When we got home, he told mama, "You buy ice cream in a little horn and you eat horn and all."

There was an auto on the street and the driver would take you the length of the sea wall and back for two bits a passenger, and that was my first ride in an automobile.

We rented a bathing suit and went into the surf. When we came out, there was a stairway leading up to the ladies' dressing room and one to the men's room, and of course, we took the wrong one. When we got up there, there were women in bathing suits and I told papa, "We are in the wrong place." He readily agreed and we went down the steps much faster than we came up. If those women had not been as ignorant

as we were, we would have gotten a real blessing out.

Bedison's Pier was blown away by Hurricane Carla. On my recent visit to Galveston, I walked down the seawall and in front of the Buccaneer Hotel I saw stumps of the pilings that supported Bedison's Pier.

After lunch, we went to a ball game between the Houston Mud Cats and the Galveston Sand Crabs. That was the first baseball game I ever saw played by professionals. For a long time after that, the Sand Crabs was my favorite baseball team. Could hardly wait for the passenger train that came up from Houston every morning so I could get the paper and see how the Sand Crabs came out the day before.

We finished our trip by boarding the train late in the afternoon for the return trip to Elmina.

Celebrating an Anniversary

2-11 years



ROBERT ADAMS
Trailer Division
10 years



SAMUEL ALFRED
Trailer Division
8 years



TRAVIS AMIE
Commercial Gears
4 years



CHUCK ANDERSON
Machine Shop
3 years



WILLIAM AUSTIN
Foundry Maintenance
7 years



DON BAKER
Welding and Structural
2 years



KENNETH BECKMAN
Engineering
5 years



JAMES BELL
Gear Cutters
4 years



BILL BOLYER
Gear Cutters
2 years



GLENN BROCK
Machine Shop
4 years



MILTON BROCK
Machine Shop
5 years



JESSE BROOKS
Side Bay
2 years



ARDIE BROWN
Security Guard
9 years



RONALD BROWN
Machine Shop
4 years



GEORGIA BRYAN
Counterweight Foundry
3 years



THOMAS BURNETT
Welding and Structural
3 years



EVELYN BURNEY
Counterweight Foundry
3 years



J. R. BURRELL
Welding and Structural
2 years



EDWARD BUTLER
Commercial Gears
4 years



MARTHA CALCOTE
Trailer Division
4 years



CHARLES CALHOUN
Welding and Structural
2 years



RICHARD CALHOUN
Main Bay
6 years



AARON CLINTON
Machine Shop
4 years



BOBBY COLBERT
Assembly and Shipping
5 years



CHARLES COLE
Machine Shop
7 years



DOUGLAS COOK
Lathe Shop
5 years



GERALD COUTEE
Main Bay
2 years



WILLIAM E. CURL
Assembly Floor
9 years



LESTER ENER
Welding and Structural
3 years



JERRY FORREST
Gear Cutters
3 years



JACK GASTON
Gear Cutters
4 years



JAMES GILCREASE
Main Bay
11 years



JOE GRIMES
Lathe Shop
7 years



JOHN HALSELL
Lathe Shop
2 years



WYATT HIGHT
Shaft Shop
2 years



DAVID HOPSON
Welding and Structural
4 years



RALPH JONES
Core Room
10 years



EDDIE KIRKWOOD
Gear Cutters
9 years



DAVID LEE
Gear Cutters
2 years



LENOSCAR LOCKHART
Welding and Structural
2 years



DOROTHY LUMAN
Cleaning Room
3 years



ELBERT MAIDEN
Machine Shop
2 years



NOEL MARSHALL
Welding and Structural
2 years



JIMMY MARSHBURN
Machine Shop
2 years



GEORGE MARTIN
Foundry Maintenance
7 years



SANDRA MAYFIELD
Material Control
5 years



ERNESTINE McKELVEY
Cleaning Room
3 years



ROBERT McQUILKEN
Machine Shop
6 years



CHESTER MITCHELL
Commercial Gears
10 years



WILLIAM MOLANDES
Machine Shop
2 years



JAMES MOODY
Gear Cutters
2 years



LLOYD MORGAN
Automotive and Industrial
10 years



WILLIE OLFORD
Cleaning Room
2 years



C. E. OWENS
Welding and Structural
6 years



JERRY PALMORE
Pattern Shop
9 years



JOSEPHINE PATTON
Cleaning Room
3 years



ENICARIO PEREZ
Welding and Structural
2 years



W. H. POE
Commercial Gears
11 years



JIMMY RAMEY
Material Control
10 years



DAVID RIVERS
Assembly & Shipping
8 years



HAROLD ROGERS
Machine Shop
9 years



MARGIE ROSS
Lathe Shop
3 years



RICHARD RUSHER
Foundry Maintenance
5 years



JERRY SANDLIN
Lathe Shop
6 years



BILLY SAXON
Side Bay
11 years



GARY SELMAN
Pattern Shop
4 years



STEPHEN SIMCOE
Welding and Structural
3 years



CHARLES SMITH
Machine Shop Inspector
10 years



TROY SMITH
Core Room
4 years



KENNETH SPIVEY
Gear Cutters
3 years



LARRY VANN
Pattern Shop
11 years



CHARLES WARRICK
Trailer Division
8 years



ERNEST WHITE, JR.
Cleaning Room
2 years



DON WIER
Trailer Division
9 years



JERRY WIGLEY
Machine Shop
5 years



MATTIE WILSON
Side Bay
3 years



TANSEAL YARBROUGH
Machine Shop
7 years

MARKING AN ANNIVERSARY

WELDING SHOP

Employment Date	Years with Co.
J. C. Boyd July 19, 1943	34
Charles D. Winthrop July 1, 1946	31
John McCarty July 19, 1950	27
Johnnie E. Jones July 21, 1950	27
Thomas B. Alexander July 19, 1956	21
Ronald W. Smith July 20, 1965	12
C. E. Owens July 29, 1971	6
David G. Hopson July 5, 1973	4
Thomas L. Burnett July 8, 1974	3
Lester G. Ener July 29, 1974	3
Stephen W. Simcoe July 29, 1974	3
Lenoscar Lockhart July 1, 1975	2
Don E. Baker July 1, 1975	2
Noel L. Marshall July 14, 1975	2
J. R. Burrell July 21, 1975	2
Enicasio Perez July 22, 1975	2
Charles O. Calhoun July 31, 1975	2
Wesley J. Radtke July 7, 1976	1
Arnold S. Dimas July 12, 1976	1
Lester D. Sterling July 12, 1976	1
Richard D. Sterling July 12, 1976	1
Robbie G. Lee July 19, 1976	1
Luther D. Patton, Jr. July 19, 1976	1
Raymond Berry July 21, 1976	1

PATTERN SHOP

Employment Date	Years with Co.
Larry W. Vann July 21, 1966	11
Jerry P. Palmore July 17, 1968	9
Gary D. Selman July 25, 1973	4

FOUNDRY DEPARTMENT

Employment Date	Years with Co.
James L. Day July 10, 1941	36
Woodie Wallace July 29, 1946	31
Willie B. Birden July 6, 1950	27
Joe Little July 5, 1950	27
John H. Read July 17, 1950	27
M. R. Foster July 28, 1950	27
James C. Basham July 20, 1951	26
Jimmie Audrey July 20, 1951	26
Ervin Anderson July 23, 1951	26
James LaRue July 19, 1954	23
Early Mathis July 28, 1954	23
John W. Norman July 16, 1962	15
Leroy Patton July 23, 1962	15
Leonard Garcia July 30, 1962	15
Billy R. Saxon July 14, 1966	11
James C. Gilcrease July 18, 1966	11
Ralph Jones July 17, 1967	10
Jerome Thompson July 14, 1970	7
William R. Austin July 14, 1970	7
George W. Martin July 14, 1970	7
Richard E. Calhoun July 15, 1971	6
Richard S. Rusher July 17, 1972	5
Troy G. Smith July 9, 1973	4
Dorothy A. Luman July 9, 1974	3
Mattie M. Wilson July 9, 1974	3
Ernestine McKelvey July 18, 1974	3
Josephine Patton July 18, 1974	3
Georgia L. Bryan July 18, 1974	3
Evelyn Burney July 29, 1974	3
Jesse M. Brooks July 2, 1975	2
Willie B. Olford July 22, 1975	2
Earl L. Cannon July 23, 1975	2
Ernest White, Jr. July 28, 1975	2
Gerald Coutee July 28, 1975	2
Odis G. Hamilton July 6, 1976	1
Lloyd W. Plummer July 6, 1976	1
Ray C. Bryant July 8, 1976	1
Jewell V. Davis July 21, 1976	1
Jeffery Perry July 23, 1976	1

MACHINE SHOP

Employment Date	Years with Co.
Bona Dixon, Jr. July 31, 1941	36
W. J. Wilson July 5, 1950	27
Travis Stone July 27, 1950	27
Marion F. Ferguson July 26, 1954	23
C. V. McLain July 21, 1951	26
Albert D. Jumper July 30, 1954	23
Frank Stevenson July 30, 1956	21
Robert Harris July 23, 1962	15

Charles W. Chamblee July 19, 1961	16
Dennis Flowers July 15, 1964	13
Phillip Lowery July 20, 1964	13
Larry Arnold July 27, 1964	13
Mike Penn July 27, 1965	12
William H. Poe July 25, 1966	11
Charles R. Smith July 18, 1967	10
Chester Mitchell July 19, 1967	10
William F. Curl July 10, 1968	9
Harold W. Rogers July 11, 1968	9
Eddie T. Kirkwood July 29, 1968	9
Charles R. Cole July 8, 1970	7
Joe W. Grimes July 13, 1970	7
Tanseal Yarbrough July 17, 1970	7
Jerry L. Sandlin July 19, 1971	6
Robert D. McQuilkin July 26, 1971	6
Milton W. Brock July 11, 1972	5
Douglas W. Cook July 18, 1972	5
Jerry A. Wigley July 31, 1972	5
James A. Bell July 3, 1972	4
Glenn Brock July 9, 1973	4
Aaron Clinton July 16, 1973	4
Travis Amie July 18, 1973	4
Ronald Brown July 19, 1973	4
Edward Butler July 19, 1973	4
Jack Gaston July 30, 1973	4
Linda Musgrove July 8, 1974	3
Kenneth Spivey July 8, 1974	3
Jerry Forrest July 16, 1974	3
Chuck Anderson July 21, 1974	3
Margie Ross July 24, 1974	3
Harold D. Daugherty Jr. July 1, 1975	2
William R. Molandes July 1, 1975	2
James R. Moody July 6, 1975	2
Elbert L. Maiden July 7, 1975	2
Wyatt Hight July 8, 1975	2
Jimmy Marshburn July 10, 1975	2
David Lee July 21, 1975	2
John T. Halsell July 21, 1975	2
Mark Smith July 22, 1975	2
Bobby Hunziker July 27, 1975	2
Bill Bolyer July 30, 1975	2
Billy Richards July 1, 1976	1
James H. Britton, Jr. July 7, 1976	1
Mathew Mathen July 8, 1976	1
Varghese Moses July 8, 1976	1
Peedikayil Joseph July 8, 1976	1
Billy Kittrell July 12, 1976	1
Ray Baxter July 15, 1976	1
Danny Ross July 19, 1976	1
Joseph R. Ericson July 22, 1976	1
Larry B. Sheffield July 26, 1976	1
Kermit Edwards July 27, 1976	1

TRAILER DIVISION

Employment Date	Years with Co.
Herman Hellberg July 24, 1940	37
William E. Walton July 9, 1946	31
L. C. Whitehead July 6, 1950	27
D. D. Allen July 18, 1950	27
O. A. Harrison July 26, 1950	27
Israel Gardner July 26, 1950	27
William E. Miles July 21, 1951	26
Wilson C. Green July 27, 1951	26
Harold L. Newsom July 6, 1954	23
Charlie Hodge July 12, 1956	21
Ray C. Kuehl July 19, 1961	16
Joe T. Jumper July 19, 1961	16
W. P. Molandes July 19, 1961	16
David E. O'Quinn July 28, 1965	12
Robert E. Adams July 17, 1967	10
Donald S. Wier July 16, 1968	9
Samuel D. Alfred July 7, 1969	8
Charles L. Warrick July 16, 1969	8
Martha A. Calcote July 8, 1973	4
Randall Lane July 29, 1974	3
Oliver H. Huff July 29, 1974	3

MAIN OFFICE

Employment Date	Years with Co.
Clifford Trevathan July 16, 1948	29
Rudolph Fuller July 6, 1950	27
Edgar H. Davis July 16, 1956	21
W. W. Trout, Jr. July 25, 1957	20
Robert J. Dollak July 16, 1976	1

ORDER DEPARTMENT

Employment Date	Years with Co.
Jimmie Huntress July 24, 1950	27

TRAILER SALES

Employment Date	Years with Co.
J. C. Lowe July 1, 1949	28
Ruby Gilbert July 3, 1961	16
J. C. Cobb July 21, 1966	11
Floyd Bailey July 14, 1969	8
Freddy J. Drury July 20, 1970	7
Earnest R. Watkins July 17, 1972	5
Olney A. Dupeire July 16, 1973	4
Bobby G. Watkins July 22, 1974	3
Tony W. Boston July 25, 1974	3
Henry Apkins, Jr. July 3, 1975	2
James H. Curry July 6, 1976	1
Jerry Byrd July 6, 1976	1
Michael Miller July 14, 1976	1

MAIL CARRIER

Employment Date	Years with Co.
Linwood Havard July 16, 1964	13

AUTOMOTIVE & INDUSTRIAL

Employment Date	Years with Co.
Howard R. Richards July 20, 1954	23
William H. Morgan July 16, 1970	7
Betty C. Cortines July 3, 1972	5
Scott V. Smith July 6, 1976	1

PERSONNEL DEPARTMENT

Employment Date	Years with Co.
Elie J. Smith, Jr. July 13, 1955	22

PUBLIC RELATIONS

Employment Date	Years with Co.
David Willmon July 6, 1976	1

INDUSTRIAL ENGINEERING

Employment Date	Years with Co.
M. P. Flournoy July 27, 1965	12

SECURITY GUARD

Employment Date	Years with Co.
Ardie Brown July 22, 1968	9

MATERIAL CONTROL

Employment Date	Years with Co.
Sandra Mayfield July 5, 1972	5
Jimmy Ramey July 26, 1967	10

ENGINEERING

Employment Date	Years with Co.
Kenneth O. Beckman July 17, 1972	5

MACHINERY SALES

Employment Date	Years with Co.
John W. Rouse July 8, 1974	3
Harry J. Mewbourn July 15, 1974	3

ASSEMBLY & SHIPPING

Employment Date	Years with Co.
Harley Graham July 14, 1947	30
James W. Gainer July 25, 1950	27
Billy E. Gardner July 29, 1963	14
David Rivers July 15, 1969	8
Bobby H. Colbert July 5, 1972	5
Chester Attaway July 30, 1973	4
Deranna Wallace July 13, 1976	1
Gary Murdock July 13, 1976	1

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Roundup Laffs

Many a wife has helped her husband to the top of the ladder, then decided the picture would look better on the opposite wall.

A man and his young son went on a camping trip without Mother. After one night in the woods, the father asked his son how he was enjoying outdoor life. "Fine, Dad," said the boy. "But next time, let's bring Mamma and the catsup."

A young couple, university students, were overheard talking about their relationship. "I don't mind having your mother live with us," the fellow was saying. "But I do wish she'd wait until we get married."

John to wife: "Hey, did you see that girl smile at me?"

Wife: "That's nothing. The first time I saw you, I laughed out loud."

From the time of infancy when you try to get your toes in your mouth, life is a constant struggle to make ends meet.

One good turn gets most of the blanket.

Near the busy terminal of a trucking firm in Paterson, N.J., a large billboard proclaimed: "This Is a Trucking Company That Never Sleeps." Crayoned neatly beneath was: "And neither do its neighbors!"

Money can't buy happiness, but it makes things a lot more comfortable while you're looking for it.

Angus was helping at the accouchment of his wife by holding the kerosene lamp. When the doctor had produced not one, but two fine babies, Angus disappeared with the lamp.

"Here, come back with the lamp. I think there's another!" called the doctor.

"I will not!" called back Angus. "It's the light that attracts them!"

Then there was the one about the absent-minded professor who forgot his umbrella one morning, but didn't realize it was missing until he reached up to put it down after the rainstorm!

Heard about the billing clerk who came in for treatment? She kept hearing strange invoices.

Selling is getting up at 6 to meet a customer at 8 who doesn't show up until 10.

The number of Americans who are overweight has reached nearly 90,000,000. That's in round figures, of course.

Enjoy yourself! These are the good old days you're going to miss in 1987.

LUFKIN ROUNDUP

Volume 34, Number 7, 1977

Virginia Allen.....Editor
Liz Norman.....Associate Editor
Jim Walsh.....Chief Photographer
Michael Mark.....Staff Photographer

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IABC

Member of International Association of Business Communicators and IABC/Houston

About the Cover

David Allen, foundry electrical maintenance department, is one of six front-line supervisors who participated in an interview. He and the others responded to four widespread complaints employees voiced about their bosses.

Often, it is heard that middle management is the backbone of a company. So it was only fair to ask each boss what was his major complaint or his most difficult task he faced in his position as front-line supervisor.