

LUFKIN

MARCH 1983

ROUNDUP



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LUFKIN

LUFKIN INDUSTRIES, INC.
LUFKIN, TEXAS

BUILT BY STEVE CARLIN

RIES, INC.
TEXAS

WASH

*Would You Sign
Your Work?*

From the President's Desk

"I will study and get ready and perhaps my chance will come."

In my long tenure of dealing with people in business, I have found that some people get what they want or get ahead naturally, while others seem to be more talented and work harder but never get the "big break" to get what they want, or get to the top.

Those who do not, I call the sustainers. They do their jobs well and even are driven to excellence. But they wait for their bosses to placate them, to develop their talents, to reward them by promoting them. They wait and wait but nothing ever happens, except that other people get ahead of them. They complain loudly, not to their bosses, but to their family and friends with contempt for those who do succeed.

This group of sustainers treat business like they treated school—waiting for the teacher to assign them a task, grade it and give them a gold star. But life is not all school, and they have to give up being a student, no matter how good at it they may have been.

The second type of people, I call achievers, get what they want. Even though they look like the sustainers at first, they have a different way of accounting for their progress. They do their jobs well, also, but there the comparison stops.

The achievers act as if they have other jobs to do, that of promoting not only their bosses but also themselves, even their professions and their company. They do not wait for recognition or rewards. They go after them.

They make it a team effort and set their minds on getting the job done regardless of the credit. They are willing to go the "second mile" if the job demands it.

One critical difference between the two groups is surprising. Achievers tend to be more generous, looking out for the company as well as themselves. Sustainers tend to be more selfish, waiting self-righteously to be praised for their small contributions without noticing the whole picture.



We in management are after the achievers to promote, although both types of people are found in every company. We are constantly looking for men and women who will take the ball and run with it, who will accept the responsibility of doing a job, and then do it fully and well.

There is an old theory that "being at the right place at the right time" has a greater bearing on advancement than anything else. Timing is important but not as important as self-preparation. Abraham Lincoln once said, "I will study and get ready and perhaps my chance will come." Opportunity may not knock at our door every day. We should be prepared and discipline ourselves for it when it comes.

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

Would You Sign Your Work?

A new incentive plan recognizes the efforts of individuals and encourages employee involvement.

A steel mill employee uncrates an industrial gear unit that has just arrived. As he removes the boards, he notices the familiar red LUFKIN nameplate. But at a second glance, something else catches his eye—a tag with a name on it.

That person has just been introduced to part of a new incentive plan at Lufkin Industries. Members of the industrial gear manufacturing department are signing their work by attaching identification tags to units they assemble or pipe. The purpose of the program is to recognize the efforts of individuals and encourage employee involvement.

“We wanted to inspire our people to take pride in what they do, and share a responsibility with the company for the items they produce—to the degree that they would be willing to place their names on the units,” explains Gene Tate, manager of industrial gear manufacturing. “It is much like a pat on the back for a job well-done.”

The tags bear the company’s name and the name of the assembler or pipefitter of each unit. They are attached to the unit after final inspection by quality control personnel.





“It takes all facets of the company to produce a quality gear, from the engineer to the patternmaker, from the foundryman to the welder,” says Tate. “Our department shares that responsibility with all the other company departments, and when one of our employees builds or pipes a gear, and his nameplate is placed on the unit, it represents all our employees’ contributions.”

The nametag is another way, too, that Lufkin Industries can tell its customers that it is proud of its people—the men and women who manufacture LUFKIN products.

“A recent visitor to the plant saw a gear reducer on the test stand with a “built by” tag on it, and he asked me how we got our employees to tag their work,” continues Tate. “I told him they wanted to do it. When an employee completes a unit, he makes sure his name is on it, and nobody else’s. He was very impressed that our people took such pride in their work.”

One company that purchases industrial gear units for use in packages that do not carry the LUFKIN nameplate was so impressed with the program that identification tags bearing its name were made, and employees are tagging their units as well.

“The program is very popular,” laughs Tate, “and everyone wants into the act. At the New Orleans Work Boat Show, the prototype of our new line of marine gear units with case-hardened and ground gearing was on display. Our department had put much effort into the unit to make sure that it looked its very best, and we were all extremely proud of it. A visitor to our booth was commenting on the “piped by” tag on the unit, and I was pointing out the “built by” tag, when he noticed another tag. It seems someone had taken a “piped by” tag, blocked out the words “piped by,” and inserted “painted by” on the tag. Everyone wanted recognition for that job, and they deserved it.”

The industrial gear manufacturing incentive plan also includes a “quality parts only” program. For five months, a record has been posted of the number of consecutive days each shift of the machining section produces quality parts. During the first three months of the program, the first shift produced quality parts



Sam Turner stamps the names of assemblers and pipefitters on identification tags. Quality control personnel tag the units after final inspection.

for 38 days, the second shift for 10 consecutive days, and the third shift for 18 consecutive days.

Over a 66-day working period, the first shift accumulated 58 days of producing only quality parts, the second shift accumulated 50 days and the third shift accumulated 58 days. Since the program began, the first shift holds the record for the highest number of consecutive days with production of only quality parts for 48 days.

“The program was designed to draw attention to the importance of manufacturing only quality parts. When a non-quality part is produced in gear manufacturing, another part cannot be pulled from inventory to replace it,” explains Tate. “We have to start all over again. It costs money, it’s inefficient, and



Left, quality control employee Ronnie McMullen updates the "quality parts only" board that hangs in the industrial gear machining area. The number of days of manufacture of only quality parts are posted for each shift. Right, Ed Pillows and Hubert Lankford double check machining specifications for a gear box. If a part has to be returned to a work station for further machining, it is considered a rework piece and non-quality part.

causes late delivery."

And, meeting scheduled delivery dates is crucial if the company is to increase industrial and marine gear sales. For instance, machinery sales personnel once quoted marine gear units for a 26-week delivery, but to become more competitive in the market, they now are quoting for a 14-to-16-week delivery.

"The program has resulted in a substantial cost savings, too," continues Tate. "The cost of our scrap per stock order entered is way down. In September, our scrap cost per stock order was \$13.31. That figure dropped to \$12.97 in October. But in November, it fell to \$1.70, an 87 percent decrease."

For industrial gear manufacturing employees, the two incentive programs are bringing a new dimension to their jobs. "Some 90 percent of scrap or rework is human error," says first shift foreman Floyd Jones. "We are more aware of that with the number of days of quality parts only production posted. No one wants

to do a sloppy job and break our record."

Pipefitter Larry Cordova adds, "I always have tried to do my best at work, but knowing my name is on the unit makes a difference. When I see products that we buy come into the plant with someone else's name on them, I wonder who is going to see my name."

A new sense of pride is developing on the job, says assembler Fremon Bryant. "When you do something and you are proud of it, you want to be recognized. My name tagged on the unit makes me want to do a better job. It means I am proud of the work I do."

And to the customer that reads that tag with his or another LUFKIN employee's name on it, it means that someone cared enough about the job to sign his work. That name is his assurance that he has purchased the finest gearing available. The person who helped manufacture it says so.

The following is an excerpt from an address that W.W. Trout, Jr., vice president and assistant to the president, delivered during the Machinery Division's annual sales banquet. The event is held in January in conjunction with the division's yearly sales conference.

Trout spoke on the changes in the world economic situation, and how these changes are altering American industry and affecting Lufkin Industries. He also emphasized the importance of the salesperson's role in a changing business environment.

THE IMPACT OF CHANGE

I don't have to tell anyone about the slowdown in the oil industry. This past year the oil business has been in a state of transition. But we also must realize and understand that much of what is occurring in the oil industry is occurring in other industries, too.

For example, look at International Harvester. While many can say the company has been headed towards trouble for years, how can they explain the massive layoffs at Deere & Company, Caterpillar and Chrysler? How do they rationalize the losses of General Motors? What about the large number of banks on the brink of financial problems, and the Mansville Corporation filing for a Chapter 11?

I could go on and on about the companies that are experiencing problems in today's economy. And, then there is the nation's unemployment level to consider—at ten percent or above. It is no small wonder that many people are saying the nation is in a depression.

But if this is truly a depression we are undergoing, it is a strange kind of depression. There is plenty of worry in the country, but there is relatively little suffering. Nearly 100 million Americans are still working, only 1.3 million fewer than in the peak of 1981. Disposable income in 1982 was at a record high. And in contrast to the 1930s, when the national product fell 30 percent, the U.S. economy remains at the highest level in its history.

Anyone who calls this a depression or deep recession has not the foggiest notion of what a real depression is like. To talk of depression or the failure of Reaganomics in the face of such confusing evidence is to misunderstand what is really happening.

The United States, indeed the entire industrial world, is profoundly changing the way it uses men and materials, capital and manufacturing processes. We are undergoing a structural change touched off by a spurt in energy prices, but stemming from even more fundamental causes.

The need to save gasoline has ended in a real need to save everything—rubber, steel, glass, and above all, labor. When Congress legislated fuel consumption for cars, they downsized the American automobile and every industry that goes with it, and they downsized many manufacturing jobs.

So lots of people have been hurt. Downsizing cannot be done without pain. The cure cannot be realized through political means. The simple fact is a given standard of living no longer requires the same amount of iron, steel, labor, energy, rubber or glass as it once did.

Downsizing of autos is only the beginning. A similar sort of downsizing has begun in housing and its satellite industries. Housing starts have dropped to around one million, and houses are becoming smaller.

Steel is perhaps the most glaring casualty of downsizing. "There is no reason in God's wide world," says GE's chief economist, "that because we needed a certain amount of steel in the 1950s, that we are going to need that much in the 1990s."

Many people ask, "Where will the world be without iron and steel? Everything rests on those industries like an inverted pyramid." That's a childish notion. All the steel industry can hope to do is reduce in size, become more efficient and more competitive.

I wonder how these changes that I have mentioned in oil, housing and steel will affect Lufkin Industries? No doubt there always will be a demand for pumping units,

but if we consume less, what will that demand be?

No doubt we will continue to be the leader in oilfield pumping units, but we must consider flowing wells that could be high volume and cheaper to operate. We must keep in mind the long-term effect of flowing wells in the OPEC countries and a possible drop or collapse in oil prices.

I am optimistic as we all are about the pumping unit future, but these factors must be considered. How will the decline or change of these industries that I have mentioned affect our gear business? I think everyone agrees that they will come back strong, but if they become smaller and more efficient, how will this affect the gear industry?

Will there be a need for more gears? We hope so. Should LUFKIN become more diversified and broaden its base of operations? I think it requires strong consideration.

We will have to live with these industrial changes, and no doubt we will face still competitive challenges for a period of time. The Japanese apparently are dealing with the industrial change by de-emphasizing or dispersing industries which are less profitable, and they are shifting these resources into new industries capable of generating higher real income for their people. These industries are high-technology industries, such as semi-conductors, computers, telecommunications, where the United States once had the lead in autos and steel.

By contrast, Great Britain has protected most of its industries—shipbuilding, autos, steel—through protectionism and subsidies, and there are those who feel that the United States should follow the path the British have taken. Hopefully, this notion or idea will not prevail in this country.

If old industries might possibly shrink, where are the workers of tomorrow going to work? The \$114 billion electronics industry is one place. As you already know, it will play a major role in the future U.S. economy. I do not have to go into detail when I say that computers are influencing every part of our daily lives.

I believe the auto, steel, and building business will come back. But I am convinced that they will be altered greatly by the influence of the electronic age.

At Lufkin Industries, we have spent a great deal of money for electronics to automate our facilities in the last few years. People in our company have gone from pole climbers to electronics specialists. Our foundry has progressed from shovels to automation. We already are talking about robots in the welding shop. These moves to automation ultimately will create jobs and make us stronger.

The only thing we can be certain about in the future is that there will be change. LUFKIN must be alert and flexible to change internally and also externally. When it is time to change at LUFKIN, we here at LUFKIN will no doubt hear it from our salesmen who are constantly “testing the waters” and telling us here at home what’s going to happen.

Many people in our country are pessimistic about the future. I say if there is anything that can prove the “experts” wrong, it is the perseverance of a super salesperson.

What is a salesperson? He is the one with a mission—where he goes and what he sells and how he represents us determines the direction we will follow.

The definition of a salesperson I like the best is: A person who creates a climate in which an act of faith can happen. He does this first through credibility, and that is a consequence of a number of the component parts that comprise the profile of the professional salesperson. These components are, of course, character, knowledge, attitude and good working habits.

No job is too tough for a good salesperson. He cannot rest on laurels or past accomplishments. It has been said that our company has a great tradition—but to a salesperson, tradition is what you had yesterday. His attitude must be: yesterday is gone, forget it, tomorrow never comes, but today is here and we need an order. If we rest on tradition, we will be blown out of our saddle.

As a company and as a salesperson, we must be adaptable to change. It is the way of the future.



W.W. (Bill) Trout, Jr. is vice president and assistant to the president, and a director of the company. He is also a member of the executive committee of the board of directors.

A graduate of The University of Texas at Austin with a bachelor of business degree, he joined the company in 1957. Trout has served as a sales representative and as assistant sales manager for the Machinery Division. He was elected a member of the board of directors in 1968, and named a vice president in 1974.

He is active in community affairs, serving as a director of First City Bank of Lufkin, Memorial Hospital and the East Texas Chamber of Commerce. He is a past director of the Texas Association of Business, and is trustee of the board of education of the Lufkin Independent School District.

Buckles, Buckl



It all started with the armadillo. Now James Roy Jones can hardly walk through the foundry without someone grabbing him by the belt to check his buckle. He wears a different one every day.

When the second shift general foreman of foundry operations bought his first belt buckle about five or six years ago, he was intrigued by the intricate detail in the armadillo on the brass buckle. Jones' 28 years experience in the foundry has given him an appreciation of the fine detail achieved by the lost wax process of casting and molding.

"I started studying the lost wax process," Jones said. "It is one of the oldest molding techniques. They pour wax into a ceramic mold that has a little hole in the bottom. When they pour the metal in, it melts the wax which then runs out the bottom. Then they have a real detailed casting."

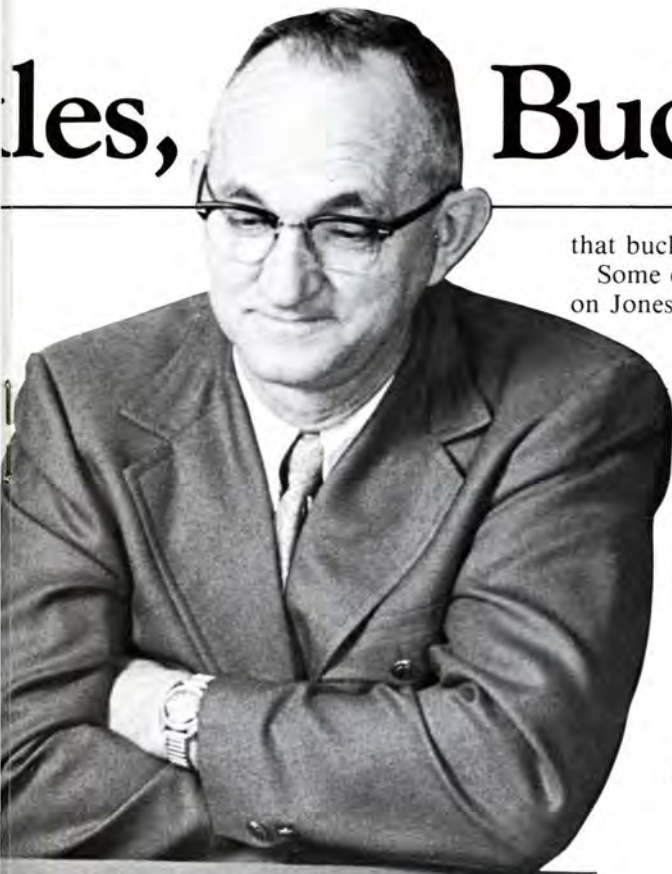
Most of Jones' 125 belt buckles are brass, and he wears all but one or two special ones to work. There are horses, elephants, tigers, eagles, guns, spiders, skeletons, snakes, fish, polished stones, state seals—no two are the same.

His favorite buckle has the word "Pumper" written across the top of an oilfield with several working pumping units, and it has become his trademark. He wears it often. Perhaps the most unusual buckle in Jones' collection is the one that opens up into a pocket knife.

One of his buckles was purchased for a special reason. He found a spider belt buckle before he visited his sister-in-law who has a horror of spiders. "She almost didn't let me in her house wearing



les, Buckles...



that buckle," he said with a smile.

Some of the salesmen who call on Jones bring him buckles for his collection. Jones' relatives buy buckles for him when they are vacationing in other parts of the United

States. They also know that a belt buckle for Christmas or his birthday is always a welcomed gift. His wife has added many buckles to his collection.

"For a couple of years my collection got to be an obsession. Every time I had a chance I was looking for belt

buckles at flea markets or western stores. It got pretty expensive. Now I have started being more selective. I don't have any two alike. I know every one of the buckles and have worn most of them."

Because he wears his collection, many of his buckles have scratches where they came into contact with his workbench. "They are tough enough to take use and abuse," he commented. "That is the nice thing about brass."

One of his prized buckles, which never has been worn, is his Lufkin Industries 25th anniversary service award buckle. Jones did not even look at the catalog to select the award. "Just give me a belt buckle," he said without hesitation, and he is keeping it in mint condition.

With all the buckles in his collection, Jones has a wide selection to choose from each day. The question is: which buckle will he wear tomorrow?



FOCUS

BOARD NAMES EXECUTIVE VICE PRESIDENT



Frank Stevenson was named executive vice president of Lufkin Industries during the winter meeting of the board of directors. He succeeds R.E. Barr, who retired December 31.

Stevenson will be in charge of all manufacturing of the Machinery Division. This includes foundry operations, machining and assembling operations, material control and order entry departments, and the structural steel and final assembly and shipping plant.

He was first employed with the company from 1951 to 1954 in the plant engineering department. After two years with Texas Instruments in Dallas, he returned to LUFKIN in 1956 as a manufacturing engineer. He was named chief industrial engineer in 1960, superintendent of the machine shop in 1974, vice president of the Machinery Division in 1975, and senior vice president in 1981.

A native of Caddo Mills, Stevenson is a graduate of Southern Methodist University with a bachelor of science in mechanical engineering and bachelor of science in industrial

engineering degrees.

He is a member of the Society of Manufacturing Engineers, the National Society of Professional Engineers and the Texas Society of Professional Engineers

He is a past president of the Lufkin Jaycees, a member and former senior warden of St. Cyprian's Episcopal Church, a member of the board of directors of RepublicBank Lufkin and the Angelina County Chamber of Commerce.

COMPANY ANNOUNCES PROMOTIONS



Jerry Hill



Rhonda Modisette



Scott Griffith



Leelana Orr



Ginny Landers



DeWayne Collins

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

In the data processing department, Jerry Hill has been promoted from programmer to programmer-analyst. Rhonda Modisette and Scott Griffith have been promoted from programmer trainees to entry level programmers.

Hill is a graduate of Stephen F. Austin State University with a bachelor of science degree in computer science. A two-year employee of the company, he resides in Nacogdoches with his wife, Debbie.

Modisette and Griffith are graduates of Angelina College with associate degrees in data processing. Modisette was employed by the company in 1981. She and her husband, Greg, reside in Huntington. Griffith is a two-year employee of the company. He and his wife, Laura, are the parents of one son, Ryan Paul.

In the personnel department, Leelana Orr has been promoted to office manager, and Ginny Landers has been named assistant office manager.

Orr succeeds Joan Griffin who is retiring in April after 28 years with the company. Orr joined the company in 1978, and previously served as chief insurance clerk for the personnel department. She is a graduate of McCallum High School in Austin. She is a member of the Luncheon Pilot Club of Lufkin and the Rotary Anns. Her husband, Terry, is employed in the product design engineering department. They are the parents of two children, Tamara and Jeremy.

Landers was employed as a clerk-typist by the company in 1980. She is a graduate of Camden Senior High in Camden, Arkansas. She is a member of the local chapter of Alpha Beta Chi. She and her husband, Wayne, are the parents of five children, Richard, Joe Dan, Kathy, Margie Waters and Mark.

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In the engineering department, DeWayne Collins has been named manager of the print shop. He succeeds T.C. McMullen who retired in December after serving 25 years as print shop manager. Collins was employed by the company in 1978, and had previously served as a Class A printer. He is a graduate of Lufkin High School, and has attended Angelina College. He and his wife, Kathy, reside in Lufkin.

CREDIT UNION HOLDS ANNUAL MEETING



The annual meeting of officers and members of the LFM Federal Credit Union was held January 15 at Angelina County Courthouse. A total of 120 members gathered to hear financial reports and approve directors for the year.

A statement of financial condition was presented to the group by Austin Freeman, secretary-treasurer. As of December 31, the credit union showed assets of \$4,555,110.97, an increase of \$487,701.63 over 1981. A total of \$3,421,166.24 was reported in outstanding loans, a decrease of \$172,232.33 from 1981. Total shares on deposit amounted to \$3,307,276.14. Another \$367,850.98 is held in money market and all-saver certificates, share certificates and individual

retirement accounts.

Directors approved for two-year terms were Lil Etheridge, product design engineering; Leonard Avery, gear test and service department; Billy Ray Harris, foundry offices; and Hubert Lankford, Jr., gear cutters. Officers for the year are John O'Quinn, president, gear cutters; James Thomas, vice president, pumping unit gear box assembly; and Austin Freeman, secretary-treasurer, security retiree.

Elected to serve a two-year term on the credit committee were Cletis Fuller, product design engineering retiree; Billy Gardner, machine shop; and J.C. Crawford, Jr., trailer plant.

Serving on the supervisory/audit committee are Roy Myers, Jr., accounting; Martin Cortines, accounting; and James King, product design engineering.

Following the meeting, a

drawing was held for 16 door prizes and 12 cash prizes. Winners of the door prizes were Shannon Davis and Carl Ross, watches; Esklee Simmons, Polaroid camera; Linda Rhodes, toaster; Billy Joe Richardson, hair dryer; Preston Westbrook, electric fry pan; Josh Havard, corningware set; Mrs. A.D. Wilkerson, Fry Daddy; Julie Baird, popcorn popper; Janice Molandes, electric griddle; Mike Baird, can opener; Ellen Lightfoot, electric mixer; Lora Thomas, curling iron; Sam Adams, AM/FM radio; Ann Baird, steam iron; and Lorena Baird, coffee maker.

Winners of the \$25 cash prizes were Carnie Bullock, Martha Reese, Lesa Kay Harris, Kathryn Harris, Margie Gardner, Deanna Smith, Ruth Freeman, M.L. Lightfoot, John Halsell, Gayle Nash, Michael Baird and Janice Aston.



(l-r) Austin Freeman presents a statement of financial condition to members of the credit union during their annual meeting. Looking on are directors Leonard Avery, Billy Ray Harris and Hubert Lankford.

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EMPLOYEES EARN CERTIFICATION

Two more trailer plant employees, Annett Blackburn and Dean Brown, have become certified as qualified welders under the requirements of the American Welding Society—D.1.1 of the Structural Welding Code. Four other trailer plant welders were presented certifications earlier in the year. (see January Roundup)

The pair spent some 200 hours of their own time, training and practicing for the qualification tests. Leon Walker, manager of welding technology and a certified welding inspector, supervised their efforts.

Having A.W.S. qualified welders on the job permits the company to bid on certain types of work that must meet military, American Bureau of Shipping or other demanding specifications.



Dean Brown and Annett Blackburn are presented American Welding Society qualified welder certificates from (center) instructor Leon Walker.

SCHOLARSHIP APPLICATIONS DUE APRIL 1



Graduating seniors applying for a Lufkin Industries Foundation scholarship must complete their applications and return them before April 1 to Virginia Allen, secretary of the foundation, in the public relations department.

Applications for four-year scholarships are available through the personnel and public relations departments, and at principals' offices in Lufkin and other area

schools. Applications for the two-year Angelina College scholarships are available through the Financial Aids Office of Angelina College.

Scholarship applications must include a transcript from grades 9-11 and the first semester of grade 12. Four-year scholarship applications must include the student's report from the Admissions Testing Program of the College Board containing the Scholastic Aptitude Test (SAT) scores.

Applications without SAT results cannot be considered for four-year scholarships. Students who have completed the SAT test are encouraged to apply for both the four-year and two-year Angelina College scholarships.

An unmarried, high school senior with an overall high school grade average of 80 or more, whose parent was employed by the company at least one year immediately prior to the date the student registered for his senior year, is eligible to apply for a scholarship.

If a member of a senior's family has received a four-year scholarship in the past, the student is ineligible to apply for the four-year scholarship, but can apply for the Angelina College scholarship. If a member of the family has received a past Angelina College scholarship, the student is ineligible to apply for the two-year scholarship, but can apply for a four-year scholarship.

Selections are based on academic achievement, character and citizenship. The winners are selected by a committee disassociated with Lufkin Industries. Children of officers of the company are ineligible to compete.

FOCUS

PRODUCTIVITY PLUS

(Productivity Plus is a continuing series of articles that feature employees who have discovered a better way of performing their jobs.)



(l-r) Therman Davis and Clarence Owen with automatic tank roller

Two structural steel employees have designed and built an automatic tank roller that is increasing the output of tanks for air-balance pumping units in the downtown welding shop.

Welder Clarence (Popeye) Owens and maintenance mechanic Therman Davis worked together on the project after Owens submitted the idea to the department's maintenance group.

"The tanks have to be rotated for welding, and some of the larger tanks weigh from 3,000 to 5,000 pounds," explains Owens. "To turn tanks that size, we used an overhead crane. The problem was the overhead crane was often in use by other employees. And then, when I was using the crane, I might have to turn the tanks three or four times with it. I was spending too much time setting the unit up for welding."

So he proposed the idea of an automatic tank roller.

Davis designed the mechanical specifications for the roller, using parts from inventory, and he and Owens assembled it together. The machine is made up of a motor attached to a jig, or platform, with wheels as rollers.

"The tank had to turn slowly," says Davis, "so that it could be welded at the same time it turned. If it turned too quickly, it could roll off the roller, creating a safety hazard."

The automatic tank roller has been in operation since November, and it is exceeding the expectations of the department. It is simple, efficient and inexpensive. "It has made my job a whole lot easier and quicker," says Owens. "I had the idea for two years, and now I know it really works." I am performing my duties in less time and at less cost."

MACHINERY SALES ANNOUNCES PERSONNEL CHANGES



Rick Neal



Dennis Melland



Ellis Vachon



Dan Pillar

Four new assignments have been announced by the machinery sales department.

In the Rocky Mountain Division, Rick Neal has been transferred to the Denver, Colorado, sales office, and Dennis Melland has been employed to open a new branch office in Williston, North Dakota. Ellis Vachon and Dan Pillar have completed their sales and service training program, and have been assigned to sales offices in Houston and Odessa.

Neal was employed by the company in 1979, and after completing his sales and service training, was assigned to the Casper, Wyoming, machinery sales and service office in 1980. He is a graduate of the University of Alabama. He and his wife, Jana, are the parents of one son, Jake.

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Melland, a native of North Dakota, joined the company recently, and has been involved in the sales and service training program since that time. Previously employed by Dresser Atlas in Williston, he attended the Wahpeton State School of Science. He and his wife, Ardell, are the parents of three children, Cory, Brenda and Lane.

Vachon is a graduate of Stephen F. Austin State University, and was employed by the company in 1982. He will serve as a gear representative in the Houston office of the Gulf Coast Division.

Pillar will join the Odessa sales and service branch of the Central Division as a pumping unit sales and service representative. He is a graduate of the University of Arkansas at Monticello, and has done graduate study at Stephen F. Austin State University. He was employed by the company last year. He and his wife, Jeanne, are the parents of one son, Greg.

Do you have questions about the company? Why not ask FEEDBACK?

FEEDBACK is a two-way, confidential communication program designed to answer employees' questions concerning company-related topics. Questions are submitted through the ROUNDUP editorial offices and forwarded to the person or department best qualified to answer the question. Questions of general interest are published in the FEEDBACK column.

To participate in FEEDBACK, send your name, address and question to:

FEEDBACK, Public Relations, P.O. Box 849, Lufkin, Texas 75901

SALESMEN RECEIVE AWARDS



Sales representatives who received service anniversary awards during the annual Machinery Division sales conference held in January were (l-r) (front row) David Corderman, district manager, Fountain Valley, Pacific Coast Division, 5 years; Ken Diana, Crystal Lake, Illinois, Northeastern Division, 10 years; Victor Halwa, Nisku, Alberta, Canada, Canadian Division, 25 years; David Bishop, division manager, Atlanta, Georgia, Southeastern Division, 25 years; Inocencio Reyes, Latin America, International Division, 5 years; (back row) Richard Dombrowski, district manager, Edison, New Jersey, Northwestern Division, 5 years; Scott Hunsinger, district manager, Forest Hill, Maryland, Northeastern Division, five years; and Lee Stevens, Bakersfield, California, Pacific Coast Division, 20 years.

LUFKIN AROUND THE WORLD



A camel and a pumping unit? This unusual sight is common in the country of Oman, a nation bordering Saudi Arabia in the Middle East. This LUFKIN A-1824-470-240 is operating in the Rima Field, and was part of a recent purchase by Petroleum Development Oman.

ANNIVERSARIES

FOUNDRY OPERATIONS

	Employment Date	Years With Co.
Noble Stringer	March 20, 1947	36
Lessie Roberson	March 3, 1953	30
Steve McKinney	March 22, 1954	29
William Cole	March 18, 1963	20
Billy Reynolds, Sr.	March 11, 1968	15
James Horace	March 30, 1970	13
Terry Baird	March 9, 1971	12
Eugene Hodge	March 7, 1972	11
Elton Menefee	March 8, 1973	10
Lee Alexander	March 25, 1974	9
Truman Fussell	March 3, 1975	8
Henry Mack	March 5, 1975	8
Autry Tennyson	March 10, 1975	8
Walter Culppepper	March 9, 1977	6
Walter Oder	March 14, 1977	6
Charley Martin	March 14, 1977	6
Eduardo Castillo	March 21, 1978	5
Johnny Ingram	March 5, 1979	4
Clinton Poole	March 22, 1979	4
Tommy Russell	March 26, 1979	4
Monte Ramsey	March 17, 1980	3
John Pearson	March 25, 1980	3
Roger Harbuck	March 5, 1981	2
Robert Clark	March 15, 1982	1

FINAL ASSEMBLY AND SHIPPING

	Employment Date	Years With Co.
Grady Due	March 23, 1966	17
James Sowell	March 14, 1972	11
Eddie Mask	March 6, 1973	10
Thomas Nash	March 20, 1973	10
William Howard	March 21, 1973	10
Louis Brock	March 27, 1974	9
Jimmy Walker	March 21, 1977	6
Larry Farr	March 26, 1979	4
Sandria Randle	March 26, 1979	4
Ivory Hollis	March 13, 1980	3
Lloyd Day	March 17, 1980	3
Samuel Cooper	March 18, 1980	3
George Napier	March 19, 1980	3
David Jasso	March 20, 1980	3
Bobby Mosby	March 25, 1980	3
Jose Rodriguez	March 31, 1980	3
Rafael Guevara	March 31, 1980	3

STRUCTURAL STEEL OPERATIONS

	Employment Date	Years With Co.
Bennie Wallace	March 17, 1937	46
Robert Chapmon	March 19, 1951	32
Don Jones	March 28, 1955	28
Marlin Williams	March 3, 1959	24
Robert Mitchell	March 16, 1959	24
Charles Steele	March 27, 1963	20
Freddie Sullivan	March 11, 1965	18
Jesse Brooks	March 29, 1965	18
Joe Allen	March 30, 1965	18
Melvin Brock, Jr.	March 4, 1970	13
Bobby Short	March 16, 1970	13
James Baker	March 27, 1970	13
Janice Brooks	March 29, 1971	12
James Burse	March 12, 1973	10
Bobby Allen	March 26, 1973	10
Thomas Flowers	March 3, 1975	8
Jose Jimenez	March 14, 1977	6
Andrew Shoffitt	March 17, 1977	6
Arthur Young, Jr.	March 28, 1977	6
James Adams	March 30, 1977	6
Thomas Burnett	March 14, 1978	5
Carl Coutee	March 20, 1978	5
Elmer Anderson	March 22, 1978	5
Ronald Klem	March 21, 1979	4
Hipolito Tierrablanca	March 22, 1979	4
Raymundo Espinoza	March 27, 1979	4
Daniel Smith	March 7, 1980	3
Tommy Powell	March 10, 1980	3
Herbert Woods, Jr.	March 16, 1980	3

Milton Warren	March 19, 1980	3
Jose Hernandez	March 20, 1980	3
Viel Cooper, Jr.	March 23, 1980	3
Pedro Rodriguez	March 24, 1980	3
William Forsythe	March 26, 1980	3
Antonio Salar	March 28, 1980	3
Alvaro Alvarez	March 31, 1980	3
Fred Howell	March 10, 1982	1

MATERIAL CONTROL

	Employment Date	Years With Co.
Rufus Gray	March 8, 1962	21
Mike Champion	March 6, 1967	16
John Coffield	March 9, 1970	13
Paul Tuscana	March 18, 1975	8
William Redd, Jr.	March 21, 1977	6
Mark Wright	March 9, 1978	5
Melba Johnson	March 17, 1980	3

CORPORATE OFFICES

	Employment Date	Years With Co.
Eulen Parrish	March 3, 1947	36
Martin Cortines	March 23, 1959	24
Pat Merriwether	March 1, 1977	6
Jackie Weaver, Jr.	March 28, 1979	4
Jean Eager	March 24, 1980	3

PERSONNEL

	Employment Date	Years With Co.
Joe Perkins	March 16, 1954	29
Jesse Ray, Jr.	March 24, 1971	12

MACHINERY SALES AND SERVICE

	Employment Date	Years With Co.
Hugh McWilliams	March 25, 1969	14
Keith Walters	March 1, 1973	10
Richard Dombrowski	March 7, 1977	6
Joy Poland	March 30, 1981	2
Dan Pillar	March 29, 1982	1

MACHINERY OPERATIONS

Date	Employment Date	Years With Co.
Grady Campbell	March 12, 1941	42
Andy Modisette, Jr.	March 1, 1948	35
J.V. Nash	March 20, 1952	31
Anthony Christina	March 2, 1953	30
John Temple	March 16, 1954	29
Rex Berry	March 22, 1954	29
Gayland Wallace	March 24, 1954	29
George Montes	March 2, 1959	24
Doyle Lunsford	March 2, 1959	24
Ross Nash	March 6, 1959	24
Sam Turner	March 23, 1962	21
Gene Vinson	March 26, 1962	21
Archie Hollis	March 30, 1962	21
Hubert Lankford, Jr.	March 4, 1963	20
Rayford Wright	March 20, 1963	20
Andrew Barge, Jr.	March 5, 1965	18
Jimmie Cole	March 22, 1966	17
Ira Brown	March 14, 1967	16
Royce Modisette	March 20, 1968	15
Edward Pillows	March 4, 1969	14
Billy Smith	March 10, 1969	14
Jesse Garcia, Jr.	March 25, 1969	14
James Joshua	March 12, 1970	13
Dale Wigley	March 26, 1970	13
May Hancock	March 31, 1970	13
Gary Boyd	March 28, 1972	11
James Wolfe	March 30, 1972	11
August Kulms	March 14, 1973	10
Cecil Primrose	March 15, 1973	10
Wilbur Bruton	March 27, 1973	10
William Redd	March 8, 1974	9
Palmer Arnold	March 3, 1975	8
David Hensarling	March 11, 1975	8
Lloyd Fror	March 24, 1975	8

Leroy Mooney, Jr.	March 26, 1975	8
Winfred Watson	March 30, 1975	8
Ernest Young	March 15, 1976	7
David Harkness	March 7, 1977	6
Robert Evans	March 9, 1977	6
Jack Essary	March 10, 1977	6
Tommy Harwell	March 14, 1977	6
Gerald Germany	March 14, 1977	6
James Bryant	March 17, 1977	6
James Chmielewski	March 21, 1977	6
Dennis Justus	March 22, 1977	6
Charles Hodges	March 28, 1977	6
Debra Chunn	March 29, 1978	5
Sergio Rodriguez	March 1, 1979	4
Robert Harper	March 7, 1979	4
Charles Butler	March 19, 1979	4
Donna Hightower	March 26, 1979	4
David Landrum	March 2, 1980	3
Irma Barlow	March 4, 1980	3
Anderson Breed	March 5, 1980	3
Wilbur Martinez	March 6, 1980	3
Robin Turney	March 7, 1980	3
Arthur Ricks, Jr.	March 9, 1980	3
Jeff Park	March 10, 1980	3
Ernesto Lopez	March 13, 1980	3
Reynaldo Torres	March 17, 1980	3
Daniel Massey	March 19, 1980	3
Benny Fajkus	March 20, 1980	3
James Johnson	March 20, 1980	3
William Quimby	March 23, 1980	3
George Pillows	March 24, 1980	3
Dennis Owens	March 25, 1980	3
Freddie Turner	March 27, 1980	3
David Amerson	March 30, 1980	3
Peter VanKirk	March 31, 1980	3
Clarence Spaine	March 15, 1981	2

TRAILER PLANT

	Employment Date	Years With Co.
Elbert Bailey	March 2, 1950	33
Coy Oliver	March 2, 1950	33
Fred Nash	March 20, 1952	31
James Mainer	March 25, 1952	31
Fred Strait	March 1, 1954	29
George Brown, Jr.	March 14, 1956	27
Bobby Malnar	March 7, 1962	21
Orvell Molandes	March 8, 1962	21
Richard English	March 8, 1962	21
Anacle Armstrong	March 31, 1966	17
Ferris Sturrock	March 12, 1968	15
Bob Westbrook	March 3, 1969	14
Marlon Yarbrough	March 25, 1969	14
Jerry Ferguson	March 14, 1972	11
Norman Barlow	March 20, 1973	10
Shirley Hadnot	March 4, 1974	9
Annett Blackburn	March 4, 1974	9
Deloyce Dodd	March 4, 1974	9
Earl Randolph	March 8, 1976	7
Joe Waller, Jr.	March 28, 1977	6
Patricia Scogin	March 30, 1978	5
David Bailey	March 15, 1979	4
Jackie Nichols	March 3, 1980	3
Billy Bynum	March 4, 1980	3

TRAILER SALES AND SERVICE

	Employment Date	Years With Co.
James Horn	March 18, 1957	26
Joe Wade	March 29, 1965	18
Ernest Benning	March 16, 1978	5
Ronnie Jones	March 6, 1979	4
Kenny Jackson	March 12, 1979	4
David Bailey	March 15, 1979	4
Terry Blake	March 19, 1979	4
Robert Polasek	March 24, 1980	3
Randy Collins	March 17, 1981	2
Elmo Garza, Jr.	March 24, 1981	2
Walter Davis	March 30, 1981	2
Hubert Ream	March 11, 1982	1

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COVERS

Front: Industrial gear manufacturing employees, like Ertis (Roe) Brock, are signing their work by attaching identification tags to units piped or assembled. For more on the department's new incentive program, see page 2.

Photo by David Freeze.

Back: Foundryman James Roy Jones collects belt buckles. For the story on his unusual hobby, see page 7.

Photo by Tom Johnston.

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