

LUFKIN

NOVEMBER 1983

ROUNDUP



From the President's Desk

“We are still the most productive country on earth.”

We hear a lot these days about “high technology” and how the computer is revolutionizing American industry. It seems that the old “smokestack industries” which were once the backbone of American manufacturing are giving way to more competitive foreign industries whose facilities are more modern and located where labor cost is lower.

These days, if you don't have a computer in your business, or even in your home, you are considered behind the times and old-fashioned. They say the computer is a must and you can't operate efficiently without one. This is pretty well true, but we actually can't rely on them to produce parts and shavings.

Americans became soft in their work and more service oriented. We felt it was more profitable and easier to serve as manufacturer's representatives than it was to be a manufacturer. We had a tendency to let someone else do the hard and dirty work, saving the easy job for ourselves, but we are coming back, now.

Some people say that the automotive, refining, mining, and manufacturing industries are not as important to the economy as they once were because of the growth of the “high technology” industries. Some believe that these undefined “high-technology” industries and new service industries, along with employment by government, will provide the basis for the U.S. economy in the future and will generate the jobs.

I do not believe that our nation can do without the basic manufacturing industries and rely completely on service industries. In the long run, we've got to maintain and improve our foundries, steel mills, machine shops, and fabricating plants. These are our basic industries, and the real backbone of our economy.



We may feel we are trailing our foreign competition at the present time, but we are still the most productive country on earth. Our lead may be narrowing, but we are still on top.

I think it is time to talk up our successes, not dwell on our faults. We have many things favorable to us, even in these tough times, and we need to recognize these and expound them.

Yes, we are coming back strong, and getting back in the game, much like the Dallas Cowboys. I think we will make things happen, take some long shots, and come out winners at the game's end.

A handwritten signature in dark ink, which reads "Gerald R. Ford". The signature is written in a cursive, flowing style.

PLANT BLOOD DRIVE SCHEDULED

Through the Family Life/Share Plan, an employee's gift protects his family and saves lives in the community.

Emloyees of Lufkin Industries will have the opportunity to give a very special gift during the time of year traditionally set aside for giving. This Christmas season you can give the gift of life — a unit of life-saving blood.

The company's fifth annual blood drive has been scheduled for Thursday and Friday, December 8 and 9. The drive was held previously each October, but the need for blood is so acute during the holiday season the drive was changed to the month of December last year.

By donating one unit of blood, employees become members of the Lufkin Industries Life/Share Plan through the Stewart Blood Center of Tyler, qualifying the donors and their dependents for unlimited no-cost blood replacement for one year in hospitals comprising Stewart Blood Center's service area. Under this plan, the employee's donation covers the full replacement cost of blood for the spouse, any children under 23 years of age living at home, as well as units of blood for



dependent parents when the cost of blood is not covered by Medicare.

In addition, if 25 percent of all full-time employees in the Lufkin area donate one unit of blood, non-donating employees and their dependents, and company retirees will receive \$14 credit toward the cost of each unit of blood used in participating hospitals in East Texas.

Currently, the full replacement cost of a unit of blood from Stewart Blood Center is \$56, and in metropolitan areas the cost is even higher. Since January 1982, the Stewart Blood Center has replaced 412 units of blood for company

employees. One patient required 101 pints of blood, which would have cost \$5656 if the patient had not been covered under the plan.

Without the Family Life/Share Plan, these costs for replacement blood would have been passed along to the company insurance plan, and could have resulted in higher insurance premiums later for the company and employees.

But more importantly, thanks to employees who give, blood will be available when there is a need for it in the community. For the past four years, more than one-third of the work force has donated blood during the plant-wide drive. The donations have helped the Stewart Blood Center meet its growing demand for blood. The bank supplies blood to 44 area hospitals serving over one million East Texans.

Circle the dates of December 8 and 9 on your calendar. When blood donor cards are distributed in your work area, remember: your gift of blood protects your family and may save the life of a fellow East Texan during the Christmas season.

Seeing Is Believing



Trips to the field help employees understand the importance of their department's role in maintaining product quality.

Like the employees of an automobile manufacturer who claim "Quality is Job 1," LUFKIN employees in every area of the plant are constantly checking the quality of the work produced in their area. But company officials have initiated a program which takes quality assurance one step further to ensure that the product reaching the customer in the field is in first class condition.

During 1983, groups of employees have made regular trips to the field to observe the installation of LUFKIN pumping units. Their goal is to eliminate even the smallest problems that affect the assembly, operation and appearance of products after they reach the customer.

"Primarily these trips are both educational and problem-solving," says Bill Cantrell, manager of industrial engineering. "We realized that many of our people had never seen a pumping unit assembled, so for

these people the trips have an educational value. We're also looking for small things that normally might not be mentioned, like was there a bolt missing, did the holes match up or did the installation crew have to pry something to make it fit?"

The program already has received praise from LUFKIN customers in the East Texas field, says Willard Chappell, district manager of the Kilgore office. "When I ask our customers if it will be okay for the groups to come observe the installation of their unit and explain what we're trying to do, they say, 'Excellent.' Anything we can do to eliminate problems that occur during the erection of a pumping unit saves everybody time and money."

LUFKIN pumping unit installations are done by independent companies and normally only supervised by company field representatives. Even small problems,

such as a missing bolt, can delay the assembly of a pumping unit for hours costing the customer hundreds of dollars while a mobile crane and erection crew wait.

Although the industrial engineering department is responsible for organizing the trips, representatives from different areas of the company are included. On the trip the ROUNDUP took were: David Bowers, industrial engineering; Robert Nunn, pumping unit design group; Jack Anderson, machine shop; Robin Edwards, steel fabrication, final assembly and shipping plant; and Steve Reynolds, foundry engineering.

Since the program was begun in October, 1982, Cantrell says they have organized ten trips to observe pumping unit installations in the East Texas field, a two-hour drive from Lufkin. During the trip to and from the site, the individuals from different areas of the plant have a chance to get acquainted and generally have a good round-table discussion about product quality, he says.

“A trip like this gives people who are working toward a common goal without necessarily coming in daily contact with each other a chance to get acquainted. You enhance communication and cooperation among the whole group,” Cantrell says.

“It’s also a morale booster for some of these people who are tied to a desk or a shop area when they are asked to take a trip and report what they see.”

Each of the individuals on the trip concentrated their attention on different areas directly related to their department. They agree that as a result of the trip, they have a better understanding of their department’s role in maintaining product quality.

For Robert Nunn, a member of the pumping unit design group in the product engineering department, the experience helps him visualize how changes in design will affect the handling and installation of components.

“I was looking for ways the components could be improved to make assembly easier and faster, and I was also watching the way the crew handled the parts as they unloaded them and assembled the unit. Now when I



Opposite page, (l-r): Observing for the first time the installation of a LUFKIN pumping unit are: Jack Anderson, machine shop; Robert Nunn, product engineering; Robin Edwards, steel fabrication, final assembly and shipping; and David Bowers, industrial engineering. (Top, right) Jack Anderson, left, and Steve Reynolds, foundry engineering, look over the machine work and castings on the gear reducer. (Bottom right) While the installation crew prepares the foundation for the unit, Steve Reynolds, left, and Robert Nunn, right, listen as Willard Chappell, LUFKIN representative, explains the assembly process.

make a drawing, I remember the way they handled it and the way it went together, so I look at things a little closer. I know now that it may fit together perfectly on paper, but out there in the field it changes quite a bit," he says.

Like all of the others in the group, Robin Edwards of the engineering group at the steel fabrication, final assembly and shipping plant had never seen a pumping unit assembled in the field. He was concerned about holes in the fabricated structure lining up and missing parts, especially small parts, bolts and brackets. "Whenever we get a trouble report back from an installation in the future, I will be able to understand how frustrating these small problems can be."

Steve Reynolds, foundry engineering, gave a close inspection to castings used on the unit. "We're really concerned with quality, especially the overall cosmetic appearance of the castings, so I really was looking at

that. This trip helped me understand how all the castings relate to the rest of the structure. I can understand now how serious it can be when things don't go together as they should, better than if I was just told about it."

Jack Anderson, second shift assistant general foreman, machine shop, made a close inspection of machine work on the pumping unit components. "I wanted to see how the machine surfaces fit together and check that the parts we machined were free of minor defects that would affect the appearance of the finished product."

For David Bowers, industrial engineering, whose department has helped design many of the manufacturing systems throughout the plant, it was a real pleasure to see the unit erected without a problem. "We've got a terrific plant with sophisticated machines and procedures that we use to check quality to make sure that it's as good as it can be, so it was a real pleasure to see the thing go together as well as it did."

(l-r) Steve Reynolds, Robin Edwards, David Bowers and Robert Nunn watch the installation crew bolt the gear reducer in place.



Customer Service Expanded In Odessa, Abilene, Williston

Company responds to need for gear box repair facility and new sales and service offices.

During its 60 years in the pumping unit business, LUFKIN's quality of service to customers has never been affected by the ups and downs of the industry. As a result of a need for added service in one of the nation's busiest fields and increased activity in two new areas of the oil patch, company officials announced the opening of a gear box repair facility and two new sales and service offices.

Customer service in the Permian Basin has been expanded to provide LUFKIN customers more than spare parts for their equipment. Now the company's sales and service facility in Odessa has been equipped to provide complete gear box and bearing repair for oil field customers in the area.

During late summer, renovation and installation of new equipment was completed and according to Doyle Herndon, district manager, the

(Above) Machinery Division's sales and service office in Odessa now offers complete gearbox repair for independents and major oil companies which operate an estimated 31,800 wells in the Permian Basin field, producing over 333,664,000 barrels of oil annually.

(Right) The warehouse now stocks a wider range of parts, including spare gear sets and gear boxes. Odessa employees Louis Miceli, sales and service representative, Frank Frausto, assistant warehouseman, and Trey Dunson, shop mechanic, check in new parts.





Once turned over to local machine shops, complete overhauls of pumping unit gear boxes are now performed in the Odessa repair shop. Mechanics, Trey Dunson, left, and Lonnie Looney, use the new 400-ton press to remove cranks and replace damaged slow speed gear. (Opposite page, top) Lonnie sets up a job on the new key-shaper. (Bottom) Lonnie, left, and Trey replace the high speed bearings on a LUFKIN gear box.



facility is now providing fast, reasonably-priced gear box repair work for operators in the area.

Making this possible was the installation of approximately \$140,000 in new equipment in the 20,000-square-foot building. The shop was equipped with 15-ton and 5-ton overhead cranes, a new 400-ton press, an engine lathe, a radial arm drill press, and a key-shaper, enabling the service personnel there to perform any type repairs on pumping unit gear boxes.

“We’ve also upgraded the amount of inventory that we’re carrying,” says Herndon. “We now carry a wider selection of bearings and slow speed shafts, and gear sets in addition to our normal supply of spare parts. We’re also stocking new gear housings now. Should a customer tear up a gear housing, we’ll be able to change everything out and have him back in operation quickly.”

Saving operators down time was one of the primary goals of the expansion, says Herndon.

“We can take any size gear box up to an API 456, tear it down, press the old cranks off, press the slow speed gear off the shaft, install a new set of gears and have it ready to go in a 24-hour period under normal conditions,” he says.

The operation is a full service repair shop for pumping unit gear boxes of all makes. If parts are available, the facility can provide quick repair on other brands of pumping unit gear boxes.

LUFKIN recently opened sales and service offices in Abilene, Texas, and Williston, North Dakota. Representatives Bill Williford, in Abilene, and Dennis Melland, in Williston, will now provide faster service for oil field customers in these locations which are several hours from the nearest sales and service offices.

Customers in the Abilene area were more than three hours from the nearest office. “All of my customers are pleased that we’re here,” says Williford, who transferred to Abilene from Tulsa, Oklahoma. “They feel more important now, not like they are just part of somebody’s territory.”

The Williston, North Dakota office is saving time for both the company and its customers in the Williston area, says Melland, who moved there from Casper, Wyoming earlier this year. “The long drive from Casper made it necessary for somebody to stay up here most of the time anyway. It just made sense to open an office up here.”

With the addition of Williston and Abilene, the company now has 24 offices throughout the United States and Canada with roughly 85 experienced sales and service personnel.

BIG ORDER BRINGS HOPE

Dick
disc



“... the employee morale is the best it’s been since I came here.”

ROUNDUP: Just a year ago, the future of the trailer industry looked pretty grim. When did it start to turn around?

McKAY: Things started looking up in May of this year when we received the first of the J.B. Hunt Transport orders. It came at a very good time because we were about as low at that point as we had ever been. Several companies bought trailers prior to April 1 to avoid the increased excise taxes which were increased from 9% to 12% with the enactment of the Surface Transportation Act of 1982. So we had some good business in March from customers placing their orders before the tax increase went into effect. But when the new excise tax became effective April 1, we found ourselves back where we were at the first of the year: no business.

It began to pick up in May because the economy was picking up

and many companies needed trailers. The Surface Transportation Act also allowed carriers to use longer, wider trailers on the nation’s highways, so the more healthy companies wanted to update their fleets with longer, 102-inch wide trailers.

About the same time, when the economy picked up, we began to get orders from smaller contract haulers and irregular-route common carriers. The pickup in the economy and the new law allowing longer and wider trailers has created more van business for all the manufacturers.

All of the carriers are way overdue to update their fleets. Their equipment is rundown and they must replace it sooner or later, but some of them are hurting financially. We’ve had a lot of bankruptcies in the trucking business (*Industry Week* magazine reported in its July 25 issue that 63 general freight motor carriers had gone out of business since January 1979). Many of the regular-route common carriers are still hurting, and many of the carriers are losing money.

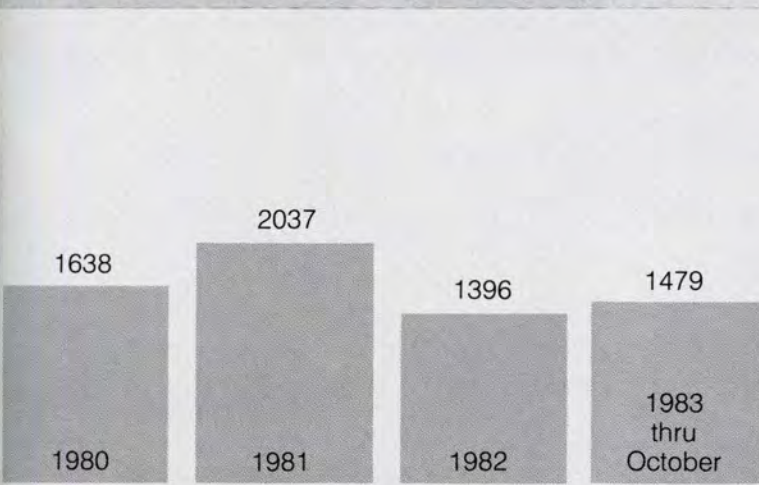
ROUNDUP: Apparently J.B. Hunt Transport is one of the larger companies that is doing well.

McKAY: Yes, J.B. Hunt Transport is doing well, although they are not one of the largest companies. By revenue, they rank 129. They are one of the best managed companies. Carriers are rated by their operating ratio, which is simply the amount of money they spend compared to the income they generate. In *Commercial Car Journal* magazine’s annual report (June, 1983) on the

(Right) Once again, finished trailers crowd the space around LUFKIN’s trailer plant as a result of the rising demand for truck trailers.



McKay, vice-president and manager of LUFKIN's trailer division, assesses a year that began with despair and ends with renewed hope.



(Inset) "About the best thing that can be said about 1982 is that it is history," said the Commercial Car Journal reporting on the nation's trucking industry. In 1982, LUFKIN Trailer production slumped to its lowest level since 1975 as demand for trailers slumped nationwide. Industry Week magazine notes that the Truck Trailer Manufacturers Association reported 95,000 trailers were produced during 1982, down from 241,000 in 1979, but that Alcoa estimates that trailer shipments this year will total 100,000 and rise to 170,000 by 1986.





“We’ve got to be lean, very lean, and competitive to make it in the trailer business in the future.”

motor carrier industry, the top operating ratio reported by a motor carrier was 82%. J.B. Hunt Transport’s operating ratio in 1982 was 85%, the best ratio among all the second 100 carriers and only four or five of the large carriers performed as well.

That’s a mark of how well J.B. Hunt Transport is operated. They keep their fleet up-to-date and we were fortunate to get some of their business. Now we’re getting about all of their business. They’re very happy with our trailers.

ROUNDUP: What was the deciding factor that made such a well-managed company choose to buy LUFKIN Trailers?

McKAY: John Schaeffer and Joe Williams were the guys that really sold this order. They did a fine selling job, because Great Dane was entrenched at J.B. Hunt Transport.

They had to overcome a lot of obstacles to sell that first order.

We were able to sell Hunt on the LUFKIN trailer because we offered the largest cube straight trailer on the market. The trailers that J.B. Hunt bought, and others are buying now, because they’ve seen them in Hunt’s fleet, have a unique design, especially the design of the rear opening which allows same as inside clearance. That’s something that other manufacturers don’t have right now. This is a tribute to our engineering group who designed this trailer and the production group who is building it.

The Hunt order is the biggest order we have received since I’ve been here. It was really fantastic. I went home and slept well that night.

ROUNDUP: How many trailers have they bought from us so far?

McKAY: We received an order for 200 trailers initially. Then they came back and ordered another 396, which we will be working on through the rest of this year, along with some other business we’ve received. Then we have 240 more for Hunt scheduled for production in the first quarter of next year and 350 more to be delivered sometime mid-year 1984. That’s 1186 trailers in all.

This year through October 4 we’ve built 1479 trailers, of that 991 were vans.

ROUNDUP: Is this a sign that the worst is over for the trailer industry, and especially LUFKIN Trailers?

McKAY: It’s not all roses yet, and I think people need to know that, but we’re operating. We found out in January and February what happens if you’re just barely operating. Those two months were disastrous.

We realized at that time that we had to go after any business, even at a loss, in order to cut our losses. We hope to break even on the first 200 of the Hunt order. I think we’ll make a profit on the next order.

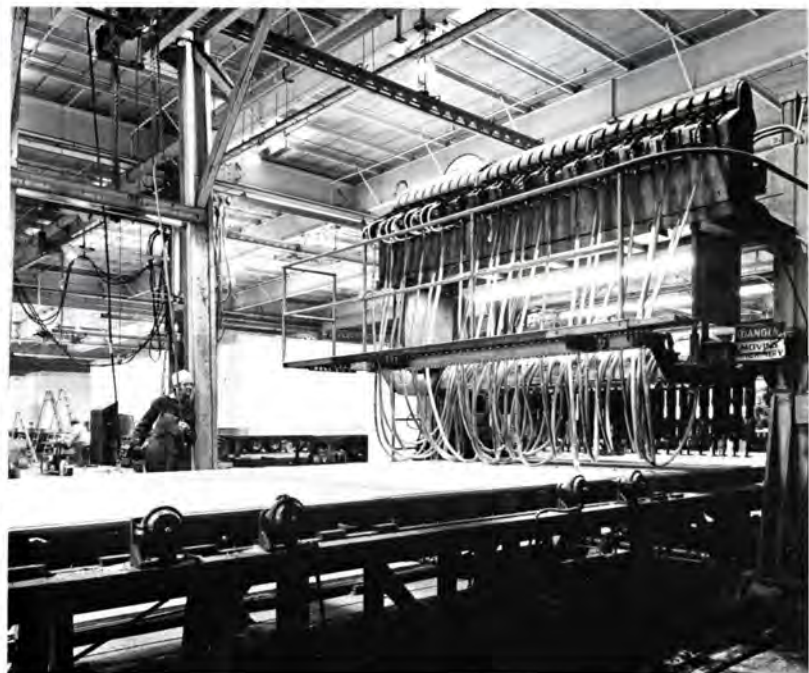
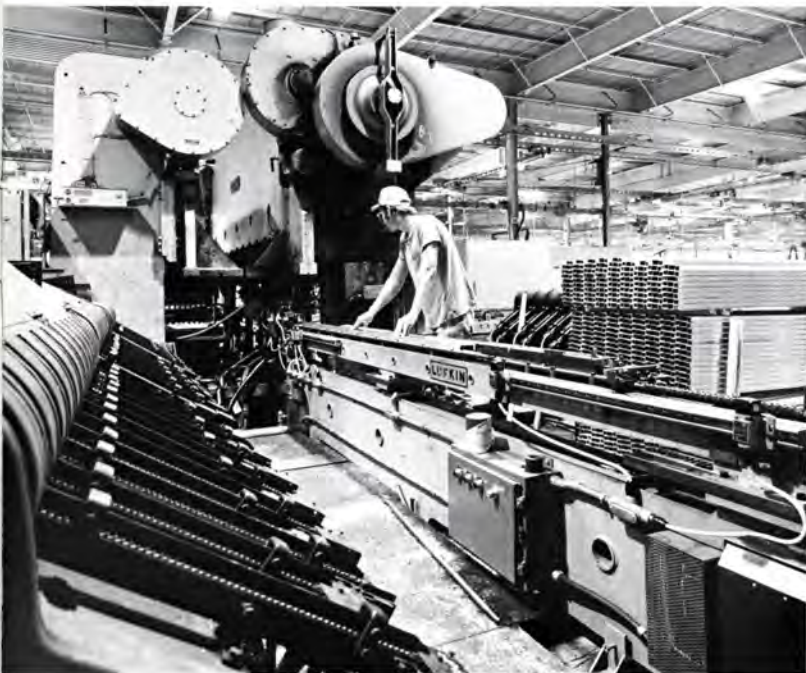
Getting this order will help us in a lot of other ways. It’s great advertising. This puts our newest trailers on the road, and a lot of them. Most carriers watch what J.B. Hunt Transport does because they are so profitable. J.B. Hunt is a leader; others imitate them. They watch what they’re buying in the way of equipment. If somebody’s doing good, people want to see what they’re doing that makes them successful.

As a result of this order, the employee morale is probably the best it’s been since I came here. When morale is good, the productivity of our employees is good.

An order this size will enable us to be more competitive in the future. Quantity is the name of the game when you’re buying or building. In manufacturing, we’re more efficient when we’re building greater quantities, and we have to be more efficient.

The more we buy, the better price we get from the vendor. So we can quote a better price on the small orders, too. This makes us more competitive on floats, because we get axles and tires for them at a better price. That’s very important because the float market is slow right now. We might pick up a bigger share of what little float business there is because our price will be more competitive.

ROUNDUP: This puts LUFKIN Trailers in an even better position to pick up additional business in the future, doesn’t it?



The automatic post-loader for the Pierce-Rivet machine was re-designed and built by employees in the company's manufacturing engineering, maintenance, and electrical departments. Trailer plant employee, Trey Allen, mans the post-loader on the Pierce-Rivet which produces the entire side panel of an aluminum van in minutes. (Above right) To keep pace with increased production schedules, trailer officials are currently concerned with up-grading the trailer plant's large automated machine tools like this automatic flooring machine.

McKAY: Yes, and we want all the business we can get, but we're limited to what we can do just running one full shift and part of another. We're almost up to full capacity on one shift, and one would naturally think all we have to do is put on another full shift. But there are a lot of problems involved in starting another complete shift. We're not ready to do that yet. That's why I say it's not all roses yet.

We're trying to upgrade some of our machines to handle more production. Riley Webb,

manufacturing engineering, designed and built a new post-loader for the Pierce-Rivet machine and this really helped that situation. We're also trying to upgrade our flooring machine. If either one of those go down, we couldn't turn out three trailers a day.

We're looking at back-ups for other machines in the shop in case one of them should go down. We have a machine that punches four holes in the chassis rail. We're getting a back-up there because if that tool goes down, it really slows us down. Where we can, we're improving our equipment.

ROUNDUP: How does LUFKIN compare to the other trailer manufacturers in the market?

McKAY: We rank 14th among trailer manufacturers, but we're a lo-o-ng way from number one. We're a regional manufacturer. Strick, Trailmobile, Great Dane and Fruehauf are all located in the northeast. There's a lot of freight

moving south and west from there. They have an advantage over us because they can move trailers almost anywhere in the country for almost nothing. They get free, or very small, freight by letting a carrier bring the trailer loaded to a customer, and the customer will take it like that. We have a hard time doing that. We do that as much as we can, but we're limited because there's not as much freight moving out of this area.

ROUNDUP: What will it take to remain a successful trailer manufacturer in the future?

McKAY: We must be more efficient. I think our employees know that now; they realize we're in a tough business. It's hard to make a dollar in the trailer business, because there's so much competition. We've got to be lean, very lean, and competitive to make it in the trailer business in the future. We're beginning to make some progress toward that already.

FOCUS

FIVE EMPLOYEES END CAREERS

Five employees announced their retirement from the company: William Bonney, industrial gears; Wilson Sparks, foundry; H.P. Collins, product design engineering; Ben Hooker, Jr., quality assurance; and Jack Chastain, service department.



William Bonney

Comedian Jerry Clower's directions to his hometown sound a lot like William Bonney's directions to Centralia, Texas. Clower says to find East Fork, Mississippi, "you go to McComb, take a right and go due east 15 miles straight into the woods, throw on your brakes and you're in downtown East Fork, Mississippi."

Listen to William Bonney's directions to Centralia.

"You know where Groveton is, well, it's not Groveton. You know where Apple Springs is, well, it's not there either. You take a left there and go about five miles farther and you're in Centralia."

Centralia is on the map, he says, but he doesn't know why. "There's nothing there but a little post office." Bonney has a 77-acre farm there and a few cows that he figures

will take up more of his time now that he's retired.

"I may work with them a little more now that I have the time. But right now, there's not a lot of money in them and nothing is much fun when there's not any money in it," he adds.

William Bonney left his job in Corpus Christi 28 years ago and moved to East Texas to be near his parents. He found that he liked the quiet life at Centralia and never left. The only complaint he has about living in Centralia is the 23-mile trip to and from Lufkin every day. "When I started to work here, gasoline was only 25¢ a gallon. The last few years that drive got longer and longer."

His immediate plans for retirement include a trip to South Carolina to visit relatives. It will not be his first trip to South Carolina, but this time he and his wife plan to take their time and see the sights along the way.

"Before, we left here and drove straight through. This time we're going to spend a day at Vicksburg, see the cemetery and all the old houses, and a day at Stone Mountain in Georgia."



Wilson Sparks

Wilson Sparks doesn't plan to get too far away from home now that

he's retired. "I'm just going to ride around and go to the farm at Redland and see after the cows and stuff like that," he says.

Until recently, he worked the second shift during his long career at Lufkin Industries. He says he never adjusted to working the day shift, so he's spent his first days of retirement catching up on his sleep. "I've been lying in the bed sleeping late every morning."

He says he will miss his co-workers in the foundry cleaning room and they apparently will miss him. "When I left, they told me they weren't going to have anybody to teach the new people what to do."

Although Sparks says work in the foundry was much harder when he started in 1952 than it is today, it was still easier than work on the farm. "I was raised on the farm and when I went to work here I'd had enough farming for a long time," he says.

He's never raised a garden since he left the farm, and he's only thinking about raising a garden now that he's retired. In his spare time over the years, he worked on automobiles, buying them when he could find them at the right price, fixing them up and selling them.

He says he learned how to work on his cars by watching a mechanic who lived close by. "I lived pretty close to this mechanic and went down there all the time and just kind of picked up a little of it," he says modestly, understating his ability as a mechanic.

During 31 years of commuting between work and his home in Nacogdoches, he's traveled over 300,000 miles using older cars he'd

bought and fixed up.

"All these years, I've been stranded on the road only one time," he says, smiling.



H.P. Collins

Except for a short stay in Texas during his last years in high school, H.P. Collins was born and raised in Indiana. But he married his high school sweetheart from Garrison, Texas, and returned to Texas in 1944 to look for a job.

"I was actually on my way to a job in Fort Worth when I stopped in Kilgore and saw all the LUFKIN pumping units," he says. "I took the bus to Lufkin and was offered a job as a tool designer for the company." He says he couldn't have turned down the offer if he'd wanted to.

"When my wife found out I could get a job designing jigs and fixtures 40 miles from her family, that was it. She didn't care if I was making 75¢ or \$5 an hour."

Collins was the first tool designer employed by the company, and spent most of his career at the drawing board as chief draftsman in the engineering department, before being named manager of data engineering control in 1977. He says he enjoyed most the 20 years he spent as chief draftsman.

At his retirement party, his co-workers in the product engineering department presented him with a large framed collage of photos from his long career.

"I really have enjoyed that," he says. "The odd thing about it is that other people really enjoy looking at it because it's basically my life history."

Thinking about his many friends and the progress of the company in recent years, the end of his career is quite a contrast compared to what he remembers of his first day in Lufkin.

"I didn't know a soul when I got off the bus," he says. "I asked someone how to get to the personnel department and they said they didn't have one, just a man doing the hiring. His name was Howard Trout and his office was in a little white frame house. While I was waiting, I kept hearing something under the floor and finally figured out what it was. I looked through a hole in the floor and saw there were chickens under there."



Ben Hooker, Jr.

Ben Hooker has no plans for retirement except that he doesn't want to be tied down to a particular routine. He also says he plans to stay close to home, but then adds casually, "We may take another trip

to Germany to see two of our grandchildren if we get to wanting to see them bad enough."

Much of Ben Hooker's career at Lufkin Industries was spent photographing the company's progress. He applied for a job as an electroplater after he came home from the war, but the company's first photographer, R.M. Rosser, was in charge of electroplating, so it wasn't long before Hooker was involved more in the photographic work with Rosser than the electroplating. Although he says he "just drifted into photography," Hooker would be a part of the company's photography department for more than two decades.

The early days with Rosser he remembers well. "Rosser was just like the old photographers we see pictures of today. He used an old 8"x10" view camera with a heavy wooden tripod and flash powder."

The flash powder, which was simply black gun powder, was replaced later by flash bulbs and, more recently, by the electronic flash. "Flash powder gave you a more even light than an electronic flash," explains Hooker. "It's been obsolete for a long time. You had to know how much to use or else you had more of an explosion instead of a flash of light."

He recalls when that actually happened on a couple of occasions. "It didn't scare us as bad as it scared the people in the shop," he says, and laughs, suggesting that there might have been all sorts of hysteria.

Hooker says he also saved many of the old negatives produced by Rosser. "After Rosser left, nobody was interested in the stuff and it was

just stacked out in the shop, ruining. I felt like some of it would have historical value so I tried to save as much of it as I could.”

The photographs he saved, as well as those he made during his career, have become priceless records of the company’s progress and the people who were a part of it.



Jack Chastain

When Jack Chastain was a young man, he wanted to see the world, “I guess every young man wants to see the other side of the coin. I was always interested in what was out there,” he says.

By the time he came to work for LUFKIN in 1942, he’d tried a variety of jobs in Oklahoma and California and tried to join the service, but was turned down because of a perforated eardrum. He didn’t expect to stay 42 years with Lufkin Industries.

“I didn’t intend to stay three months,” he says, “but they told us we were frozen on our job because we were making several things for the war effort.”

Although he stayed after the war, he moved around within the company working in the trailer plant, utility maintenance, machine shop, quality control and service departments during his career.

Sometimes learning the different jobs required extra work on his own time.

“If you’ve got to do a job, you may have to stay up at night and study. If you can’t do that, you can’t do anything. But I was able to move around and that’s one reason I always loved my job,” Chastain says.

His dream to see the world was finally made possible when he joined the service department in 1978. As a service representative for LUFKIN gears, he’s seen most of the world during the last five years of his career.

“I’ve been to Australia, New Zealand, Saudi Arabia, Malta, Greece and all over South America, and just about everywhere else except Russia, Japan, India and China.”

As much as he enjoys traveling, he says on more than one occasion, he’s wanted to “kiss the ground when I got back to American soil.” He recalls one incident that occurred during a late-night trip by car from Caracas to Valencia, Venezuela. Midway through the four-hour trip, soldiers with bayonets on their rifles stepped out of the jungle and halted the car.

“The driver didn’t know English, but he motioned for me to just sit still. They came over, shined their lights in the car and looked me over for a while and finally let us go,” he says. “That was one night my heart was in my throat.”

He shrugged off incidents like that and kept moving on, trying to make friends for LUFKIN wherever he went, whether it was a vice-president or a working man he was with.

Still interested in the other side of the coin, Chastain plans to continue

traveling during his retirement years. “As soon as my wife quits teaching, we’re going back to Greece,” he says.

DEPARTMENTS ANNOUNCE PERSONNEL CHANGES

Personnel changes were announced recently by the data processing and machinery sales departments.



Cindy Holder

Cindy Holder has been promoted from entry-level programmer to programmer in the data processing department. She was employed by the company in 1982.

Holder is a graduate of Northwest Academy in Houston, and Stephen F. Austin State University. She and her husband, Boyce, reside in Lufkin.

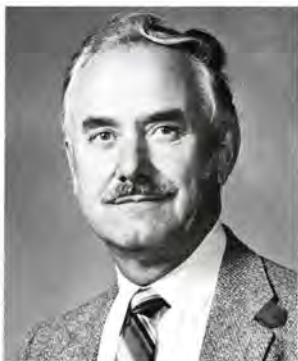
In the machinery sales department, David Freeze has been named sales and service representative in the Rocky Mountain Division. After completing his training program in Lufkin, Freeze was assigned to the Casper, Wyoming office. Employed by the company in 1978, Freeze was formerly manager of photographic and audiovisual services in the



David Freeze

public relations department.

He is a graduate of Lufkin High School and Sam Houston State University. He and his wife, Dana, are the parents of two children, Desirae and Davida.



Joseph Pisesky

Joseph Pisesky has been named sales representative in the Nisku, Alberta office of Lufkin Machine Company, Ltd., the machinery sales department's Canadian Division.

A native of Edmonton, Alberta, Pisesky attended the University of British Columbia and was formerly sales supervisor for Alberta Concrete, Aggregate Division. He and his wife, Irene, have two children, Laurie and Tim.



UNITED WAY PLANT DRIVE CONCLUDED

Lufkin Industries employees contributed \$11,518 to the local United Way campaign this year, with approximately 40 employees giving a day's pay. With the company's matching contribution, the plant drive will net \$23,037 for the Angelina County United Way

Fund Drive which hopes to collect \$291,300 in its 36th annual campaign. Tim Coker, data processing, served as coordinator for the Lufkin Industries drive.

"We were very pleased with the response from the employees this year considering the current economic conditions," says Coker.

Ten percent of LUFKIN's total donation is set aside for an employee emergency relief fund for employees. These funds will be used to help employees and their families recover from unexpected losses such as those caused by fire or extended illness.



Volunteer workers for the 1983 United Way plant drive were: First row, l-r: Edith Arnold, industrial supplies division; Deloyce Dodd, trailer plant; Linda Robb, foundry; Sandra Randle, final assembly and shipping; Donna Parish, material control; Cecil Berry, machine shop. Second row, l-r: James Pate, machine shop; Maebelle Hearne, trailer plant; Ginny Landers, personnel; Liz McDonald and Leah Johnston, accounting. Third row, l-r: Ted Hearnberger, final assembly and shipping; Charles Shattuck, foundry; Charles Smith, machine shop; Hipolito Tierrablanca and Nelson Reynolds, structural steel. Fourth row, l-r: Walter Butler, trailer plant; Rickey Buchanan, structural steel; Herman Horace and Elaine Rogers, foundry; and Stephen Coker, data processing, chairman of the plant drive. Fifth row, l-r: David Thompson, structural steel; J.W. Watson, trailer plant; Earl Burchfield, structural steel; John King, final assembly and shipping; Bill Pennington, Jr., foundry. Not shown were: Jo Ann Anderson, public relations and James King, engineering.

REMINISCENCES

by Guy Croom



Recently, while out at Memorial Hospital, I met the widow of the late A.J. Jumper. She is engaged in a noble vocation, that of helping the sick and helpless. Can you think of a more gratifying way to spend your time and talent? I always thought a lot of A.J., because he and I seemed to speak the same language.

I frequently stopped by to chat with him. On one particular spring day, it being our first warm day of the year, I started toward where he was working. Before I could say how do you do, he said, "Guy, it is almost warm enough to take a bath."

That quip struck me as being unique, original and humorous and has stayed in my feeble mind all these years. Whenever I think about it, it brings to mind the summer days that Papa would take us boys to the swimming hole at the creek for a bath. Each of us with a towel and a change of clothes, and one bar of soap betwixt us. We made sure the soap would float or we would lose it. Everybody was barefooted except Papa.

A couple of months ago, we left off talking about progress in the machine shops. Let's take that up again. Well, when I went to Port Arthur in 1916 to work in maintenance shop at one of the big oil refineries, I found that 80% of their machine tools were second hand and at least 20 years old. I had expected a big wealthy corporation like that to have the best of machine tools.

During my experiences since then, I've observed that nearly all corporations in the business of manufacturing look on maintenance as a necessary evil and treat it as such. In other words, the cheapest maintenance is too expensive.

After the First World War, I came to work at Lufkin Foundry and Machine Company. They were in the business of maintenance for people and manufacturers but their machine tools were the same. This condition was not by choice, but a case of sensible progress and the progress towards improving their machine tools was slow. In fact, too slow to suit management.

About the time we were going pretty good in the manufacture of pumping units, the Great Depression hit and set us back. It took time to recover from it. In 1938, the company hired E.M. Tollefson as plant manager. "Tolly" weeded out many of our antique machines and replaced them with new tools. Shortly afterwards, during the early 1940s we were involved in the

Second World War, and all machine tools were reserved for the war effort. Tolly left and Bob Schuller Jr. took over as plant manager about that time. Because we were producing goods for the war effort, we had priority on machine tools that were necessary for production.

After the war, the government took the surplus tools off our hands. But the demand for pumping units picked up so dramatically, that we bought some of these tools back.

In 1945, Walter Trout replaced his father, Mr. W.C. Trout, as general manager of the company. I was promoted to plant superintendent at that time. I must say that Walter was progressively minded and permitted the purchase of new tools that would pay their way. He allowed me to visit other manufacturing shops and tool manufacturers, thereby giving me the opportunity to see how our own shop could be improved.

During the years since R.L. Poland was made president, the plant has been expanded and improved to the point that it is probably the best equipped plant of its kind in the South or maybe anywhere else.

ANNIVERSARIES

STRUCTURAL STEEL OPERATIONS

	Employment Date	Years With Co.
William Rogers	November 14, 1950	33
Hollis Mott, Sr.	November 21, 1955	28
Billy Kirkland	November 10, 1961	22
James Dunn	November 14, 1966	17
Amos Mayo	November 19, 1969	14
Cecil Agent, Jr.	November 15, 1972	11
Arthur Chatman	November 27, 1972	11
Leonard Sullivan	November 5, 1973	10
Bobby Greenville	November 5, 1974	9
Chester Sickels	November 10, 1975	8
Donny Garton	November 17, 1975	8
John Foster	November 4, 1976	7
Tru Duc Vu	November 11, 1976	7
Belton Havard	November 16, 1976	7
Doniel Horn	November 22, 1976	7
David Holt	November 23, 1976	7
Joe Hollis	November 30, 1976	7
David Glover	November 2, 1978	5
Carlton Maxie	November 6, 1978	5
Brenda Taylor	November 10, 1978	5
Jewel Brewer	November 13, 1978	5
Judy Bussey	November 15, 1978	5
Juanita Johnson	November 27, 1978	5
June Garton	November 27, 1978	5
Robert Myers	November 6, 1979	4
Terry Anderson	November 12, 1979	4

FINAL ASSEMBLY AND SHIPPING

	Employment Date	Years With Co.
Chester Robinson	November 28, 1969	14
James Burrell	November 26, 1974	9
Donald Davis	November 6, 1975	8
Martin Habacek, Jr.	November 28, 1977	6
John Richard	November 28, 1977	6
Earl McGallion	November 2, 1978	5
Richard Welch	November 5, 1980	3

FOUNDRY

	Employment Date	Years With Co.
E.E. Edwards	November 21, 1945	38
Judge Burrell	November 4, 1946	37
Seamon Riggsby	November 1, 1947	36
Dock Spencer	November 4, 1947	36
Levi Patton	November 2, 1955	28
Henry Jefferson	November 18, 1955	28
Clifford Johnson	November 18, 1958	25
Cloyce Fussell	November 8, 1961	22
Maurice Patton	November 17, 1961	22
Norris Alexander	November 22, 1961	22
Preston Cauley	November 17, 1966	17
Willie Polk	November 26, 1968	15
Alton Bennett	November 15, 1971	12
Curtis Anthony	November 2, 1972	11
Leslie Segrest	November 19, 1973	10
O'Neal Jones	November 21, 1974	9
Johnie Horace	November 6, 1975	8
Mike Justus	November 24, 1975	8
Joe Calhoun	November 8, 1977	6

Mamie Hankins	November 14, 1977	6
Pat Lilley	November 14, 1977	6
Albert Funderburk, Jr.	November 21, 1977	6
Jose Luna	November 1, 1979	4
Kenneth Moore	November 12, 1979	4
Elaine Rogers	November 12, 1979	4
Refugio Rojas	November 15, 1979	4
Thomas Sides	November 18, 1979	4
Harold Kelley	November 20, 1979	4
Donald Ridgeway	November 24, 1980	3
Randall Norsworthy	November 2, 1981	2
Vernell Winthrop	November 4, 1981	2

MACHINERY OPERATIONS

	Employment Date	Years With Co.
Johnnie Carroll	November 24, 1952	31
Estill Holiday	November 15, 1954	29
Alvin Powell	November 21, 1955	28
Cleveland Simmons, Jr.	November 21, 1961	22
Jerry Tullos	November 28, 1961	22
Robert Manning	November 8, 1965	18
Clarence Thorn	November 10, 1965	18
Manzel Clark	November 12, 1965	18
John Reece	November 14, 1966	17
Alvie Luce	November 22, 1966	17
Larry Tompkins	November 13, 1967	16
Clarence Matchett	November 21, 1967	16
Jerry Taylor	November 18, 1969	14
Francis Hyde	November 16, 1970	13
Jerry Brock	November 23, 1970	13
Clifton Marze	November 1, 1973	10
L.P. Griggs	November 1, 1973	10
Dorman Boaz	November 7, 1973	10
Richard Guevara	November 19, 1974	9
Andy Modisette, III	November 16, 1976	7
James Nerren	November 21, 1977	6
Charles Morgan	November 2, 1978	5
Samuel Price	November 7, 1978	5
Eugenio Aldava	November 10, 1978	5
Melba Schoennagel	November 20, 1978	5
Carlos Tovar	November 20, 1978	5
Kara Porter	November 22, 1978	5
Clara Landers	November 5, 1979	4
Marvin Stubblefield	November 19, 1979	4
Timothy Johnson	November 12, 1980	3
Travis Amie	November 13, 1980	3

PUBLIC RELATIONS

	Employment Date	Years With Co.
Virginia Allen	November 1, 1946	37

MACHINERY MANUFACTURING ADMINISTRATION

	Employment Date	Years With Co.
Gene Lee	November 12, 1979	4
Mike Kimmelshue	November 3, 1980	3

MATERIAL CONTROL

	Employment Date	Years With Co.
Bob Boynton	November 22, 1974	9
Mike Bazar	November 21, 1977	6
J.L. Horace	November 21, 1978	5

CORPORATE OFFICES

	Employment Date	Years With Co.
Joe Floyd	November 22, 1948	35
Walt Bardwell	November 21, 1962	21

INDUSTRIAL SUPPLIES DIVISION

	Employment Date	Years With Co.
Ed Dietz	November 3, 1952	31
Aaron Pigg	November 1, 1963	20
William Grady	November 15, 1978	5

PRODUCT DESIGN ENGINEERING

	Employment Date	Years With Co.
Marvin Kimmey	November 16, 1959	24
Bob Freeman	November 16, 1959	24

MACHINERY SALES AND SERVICE

	Employment Date	Years With Co.
H.H. Muller	November 29, 1949	34
Don Stanley	November 9, 1965	18
Jacqueline Campbell	November 8, 1971	12
Dennis Melland	November 1, 1982	1
Iris Dela Vega	November 1, 1982	1

PERSONNEL

	Employment Date	Years With Co.
Michael Mark	November 1, 1976	7
Gerald Hedge	November 16, 1982	1

TRAILER PLANT

	Employment Date	Years With Co.
J.W. Smith	November 14, 1944	39
E.L. Tullos	November 27, 1951	32
Bob Beddingfield	November 12, 1952	31
Dennis Rice	November 21, 1966	17
James Tucker	November 24, 1970	13
Hugh Lambright	November 29, 1972	11
Tommy Wells	November 11, 1974	9
Roy Weathers	November 29, 1976	7
Kenneth Faires	November 7, 1977	6
Cleveland Adams	November 7, 1977	6
David Lawson	November 14, 1977	6
Warren Steel	November 13, 1978	5
Pattie Smith	November 14, 1978	5
James Roberts	November 21, 1978	5
Robert Nicholson, Jr.	November 29, 1978	5
Michael McClain	November 5, 1979	4

TRAILER SALES AND SERVICE

	Employment Date	Years With Co.
John Elliott	November 3, 1970	13
Clovis Craig	November 13, 1972	11
James Jones	November 8, 1976	7
Harley Steele, Jr.	November 16, 1977	6
Tracy Bisang	November 16, 1979	4
Michael McGrail	November 2, 1981	2

LUFKIN INDUSTRIES, INC.
P. O. Box 849 Lufkin, Texas 75901

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INSIDE

From the President's Desk 1
 Plant Blood Drive Scheduled 2
 Seeing is Believing 3
 Customer Service Expanded in
 Odessa, Abilene, Williston 7
 Big Orders Bring Hope 10
 Focus 13
 Anniversaries 18

COVERS

Front: After several years of declining business, the truck-trailer industry is busy as many motor carriers upgrade their fleets with longer, wider trailers, such as this 48-foot long, and 102-inch wide LUFKIN Trailer, one of more than 1,100 trailers ordered by J.B. Hunt Transport, of Lowell, Arkansas. For more, see pg. 10.

Back: Taking quality assurance one step further, employees from various departments observe the installation of a LUFKIN M-228D-256-100 pumping unit in the Opelika Field near Athens, Texas. For the story, see pg. 3.

LUFKIN ROUNDUP

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