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LUFKIN

ROUNDUP

OCTOBER 1989



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Memories of Mutt Barr



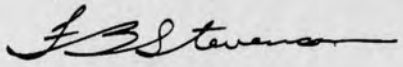
On Tuesday, September 12, 1989, one of Lufkin Industries, Inc. most respected and honored employees, Robert Earl "Mutt" Barr, passed away.

Mutt was an unforgettable character. I constantly run into customers that haven't been to Lufkin in twenty years, and the first thing they ask is, "How is Mutt?" He was such an individual character that anyone who met him never forgot him.

He was tough when he needed to be, but he had a heart of gold, and he was very sensitive and understanding to anyone who had a problem or needed help. Anyone could come into his office and discuss a problem at any time.

He was extremely sharp. He had the ability to ask relatively few questions and get right to the heart of the matter. Even extremely complicated subjects that were far beyond his realm of expertise could be brought to earth in simple terms after he had the opportunity to have a brief discussion and ask a few questions. There were so many times when us "whiz kids" would be around him with our latest electronic calculators, and he would generally be the first with the answer by doing the calculations in his head.

His most lasting and endearing quality would be what I call spirit. No matter how difficult or dire the circumstances or situation, he had the ability to look on the bright side, to "lighten things up", and to help everyone find a solution. This was his natural leadership ability that gave him the power to "rally the troops" in any situation. I have been with him through strikes, fires, disasters, and personal tragedy, and always he displayed a bright outlook and tried to find a better solution. Mutt is gone, but his spirit will forever be a part of Lufkin Industries, Inc.



The unique characteristics exemplified by Mutt should be examples to all of us. He possessed an extraordinary talent as a natural leader: Tough, yet fair; competitive, yet compassionate; determined, yet objective. We should work hard each day and dedicate our talent toward developing these characteristics.

Robert Earl "Mutt" Barr

Mutt was born on July 20, 1917 in Hemphill, Texas. In 1935, he began working as a helper in the structural and welding shop. Two years later he was in charge of a second shift crew. In 1939, Mutt was transferred to routing and scheduling where he became department head two years later. In 1944, he became general foreman of the Machine Shop. In 1949, Mutt assisted Ed Trout on LUFKIN's first negotiating team before becoming chief negotiator in 1968, a position he held until his retirement in 1982. He was promoted to plant superintendent in 1963 and assumed the responsibilities of the machine shop, welding and structural, final assembly, sub-assembly, and heat treat departments. In 1966, Mutt was named Vice-President. Nine years later he became Executive Vice-President and Director of Manufacturing. He served as Trustee for 18 years and President for nine years on the Lufkin Industries Foundation which awards college scholarships to employees' children. On December 4, 1982, Mutt retired from LUFKIN after 47 years of service.

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Work Simplification Pays Off

Last spring, Bobbie Pipher, Manufacturing Engineering Secretary at Structural Fabrication, participated in Lufkin Industries Work Simplification Class. At the end of the session, she submitted the idea of on-line attendance reporting which would enable each department to key punch all their own time keeping and attendance reporting on a daily basis. On July 28, 1989, Bobbie's idea was implemented.

As a result, Bobbie's recommendation has created dramatic time savings in entering data and receiving return data. It has also resulted in time/money savings by having attendance printouts available directly to departmental printers. Together, these benefits have reduced mail handling.

When selecting a problem to "solve", Bobbie didn't have to look far. "I handle all the attendance program for the Fabrication Department which includes Buck Creek, Heavy Weldment, and Assembly & Shipping. Each day I was spending several hours filling out absentee reports to send to Data Entry for key punch. I felt that if I could key punch all of the absentee data directly from the foreman's report and the labor transmittal, it would eliminate a lot of paper work, untimely warnings, and cut cost."

Bobbie participated in the class under the direction of Wayland Quisenberry, Foundry Chief Engineer. She recommends the class to other LUFKIN employees. "I feel it can be beneficial to you and your work area." Lufkin Industries management encourages everyone to express their problem solving ideas.



Putting her Work Simplification idea into motion, Bobbie Pipher key punches the Fabrication Department absentee data into the computer.

Career Development Adds New Class

On June 19th, a new 15 week course was added to LUFKIN's Career Development Program. "Heat Treatment Of Steel" is designed to introduce employees to the general Heat Treat process used in the plant.

Unlike other courses, students were selected to participate on the basis of their involvement with LUFKIN's current Heat Treating program. The program was organized by Bill Cantrell, Manager Industrial Engineering and Mitchell O'Neill, Industrial Engineering Project Technologist. The course instructors are Fred Preston, Corporate Metallurgical Engineer and Jim Vasher, Foundry Metallurgical Engineer.

The course explores the "how's and why's" of the heat treating process and explains the principles of what happens when metals are heated and cooled. Course material also includes comprehensive study on practical heat treating of carbon, alloy, stainless and tool steels with emphasis on process applications such as valuable information on temperature control, quenching and temperature control, and equipment used for heat treating operations.

As a result of this class, students will learn how heat treating can help increase productivity and reduce costs. Understanding heat treating components will improve machinery operations, reduce component wear while increasing its toughness, strength, and fatigue life.



Heat Treat class members were **FR**: Franklin Kegler, Archia McDougald, Calvin Mundy, John Ramey, Frank Sander, Dennis Flowers, Mark Townley. **CR**: Eugenio Aldaba, Keith Purvis, Joe Varga, Greg Alexander, Wayne Shelton, Charles Smith, Harry Mewbourn, Keith Strickland. **BR**: Charles Hodges, Gary Boyd, Phillip Smith, James Vasher, James King, John Smith, Woody Peavy, R.L. McGuire.

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An Ounce of Prevention

Friday, August 4, 1989 at approximately 4:45 p.m. in the Foundry Division's Ductile Iron Facility (DIF), a small amount of hot metal from the last mold poured that day caught fire to some hydraulic fluid. It completely destroyed the control wiring and hydraulic unit for punch-out and caused partial damage to the transfer car, crane rails, and roller conveyors.

Minutes after the fire was reported by 2nd shift Supervisor Pete Minton, LUFKIN's maintenance crews, in cooperation with the Lufkin Fire Department, quickly brought the situation under control. Luckily, no workers were in the building at the time of the fire. By Monday morning materials were being ordered to begin reassembling the facility, and by Friday, LUFKIN's maintenance crew began repairs. Odie Watts, Foundry Maintenance Engineer, said, "Thanks to the support of some of our local vendors it took less than a week to get all the parts and materials we needed to get DIF back on-line." Specifically, Foundry Maintenance worked on all the rewiring and replumbing while Utility Maintenance repaired roof damages. Lufkin Hydraulic & Service repaired the hydraulic unit.

David Allen and Ken Ballenger repaired electrical damage, Louis Dunham and Blake Bordelon repaired and modified mechanical damage, and Roy Burch and Roger Harbuck reinstalled the plumbing which was also modified. Watts commended the maintenance crew on their quick and positive reaction to the situation. "Not only did these people do a great job of planning the work to be done, but they also put the facility back on-line in much less time than we originally estimated. They really turned out some professional work."

While DIF was under repair, operations in the punch-out/shake-out area were being done manually. For example, cooled molds were moved by crane to shake-out and castings

Ken Ballenger, Foundry Maintenance Electrician, bends one of the electrical conduits which protects the electrical wires. Ballenger and other members of the Foundry Maintenance Team repaired LUFKIN's fire damaged Ductile Iron Facility.

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Jerry Mericle, Trailer Plant Maintenance Mechanic, checks the hoses on one of the flooring machines in the Trailer Plant.

were removed from the mold using a casting handler. Crews worked six days a week to get back on line. On Friday, September 8, 1989, DIF was back in full operation.

Fortunately emergencies like this don't happen everyday. On a daily basis, LUFKIN's maintenance personnel perform the routine equipment repair and provide preventative maintenance to keep machines on-line and LUFKIN on schedule. While not as dramatic as repair or restoration caused by fires or other catastrophes, preventative maintenance on machinery equipment is nonetheless vital to LUFKIN's production.

Watts says preventative maintenance is exactly that, "prevent maintenance." He adds that **not** performing preventative maintenance greatly increases the potential for catastrophic equipment failure. Watts said, "Anytime you have a major equipment failure, you can generally count on a large repair expense, a lot of downtime, and a crisis situation to develop on the production floor." Considering the results, LUFKIN formulated a method to incorporate preventative maintenance into production without interruption.

In 1985 PERMAC, a corporate maintenance management information system, was developed to assist maintenance departments with their preventative maintenance scheduling. Approximately 7600 machines, encompassing every operating department in the company, are logged in the computer and scheduled for preventative maintenance.

Linda Whitten, PERMAC Operator, uses the system to produce preventative maintenance work orders and inspection sheets for virtually every piece of equipment including LUFKIN's vehicle fleet and corporate aircraft. After generating the work orders, she separates and distributes them to their respective departments. Watts says, "At that point, it is up to the individual departments to get the jobs completed and closed out so the inspection cycle can start again."

Ron Smith, Structural Fabrication's Manager of Maintenance Operations, says, "PERMAC has been a valuable tool in our preventative maintenance program." He adds that preventative maintenance is a high priority for the Fabrication department. "Our goal is to have our equipment ready when production needs it."

"An ounce of prevention is worth its weight in gold" has value to LUFKIN's corporate maintenance program which works to reduce potential equipment failure and rising maintenance costs. Watts concludes, "The best thing we have going for us in the maintenance business is a good preventative maintenance program."

On The Cover

During a routine preventative maintenance check, Jeff Eberlan, Maintenance Mechanic at the Trailer Plant, greases the fittings on a Conrac Beam Welder.

Performing preventative maintenance is a major priority of LUFKIN's Corporate Maintenance Program.

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On The Road To Success

ENGINEERING

Roger Hanks.....Draftsman B to Draftsman A

MACHINERY DIVISION

Douglas Bowman.....Laborer to Machine Operator Trainee
Charles Lambert.....Laborer to Machinist Helper
James Madden.....Machine Helper to Machine Operator Trainee
Calvin Mundy.....Laborer to Heat Treat Helper
Richard Rosas.....Laborer to Machine Operator Trainee
David Scott.....Laborer to Machine Operator Trainee
Kerroy Thomas.....Laborer to Truck Operator
Terry Waldon.....Machinist Helper to Machine Operator Trainee
Robert Whitehead.....Machinist Helper to Machine Operator Trainee
Gene Willson.....Spray Painter to Machine Operator Trainee

STRUCTURAL FABRICATION

Chuck Beloney.....Technologist II to Technologist III

TRAILER DIVISION

John Hutchins.....Mechanic A to Leadman

Past The Century Mark

"Smaller people have longer lives." That's according to Joe Smith, who should know, he's under 5' and 101 years old. Joe was born in 1888 in Mansfield, Louisiana. In 1910 he came to Lufkin and stacked lumber at the Angelina County Lumber Company. Joe said, "I stacked lumber so fast, no one could get the lumber to me quick enough."

In 1947 he joined Lufkin Industries Trailer Division as a custodian until his retirement in 1958. Joe now resides in Los Angeles, California with his nephew. Although older than most, he spends a lot of time traveling and "getting plenty of sunshine."

Accompanied by his nephew, Joe recently stopped in Lufkin and made a brief visit to the Personnel office. Without skipping a beat, he sang a song and reminisced about the days gone by. Joe tries to get to Lufkin once a year. Occasionally he has the opportunity to visit his church, Shiloh Baptist Church. Joe said he plans to take care of himself "so I can come back and see ya'll."



James Horton, Director of Personnel, presents Joe Smith with a LUFKIN cap, shirt, and jacket. Smith, a LUFKIN Trailer employee from 1947-1958, turns 101 years old this month.

Let's Get Acquainted



Tracy Bisang works as Parts Manager for Lufkin Industries Trailer Division Branch office in San Antonio. Tracy is responsible for selling, ordering and receiving parts, issuing parts to shop mechanics, and operating the IBM computer system. She joined the company in 1979.

Tracy is a graduate of Robert E. Lee High School in San Antonio. She has attended the University of Texas in San Antonio. She is the daughter of Don Butler, San Antonio Branch Manager.

Tracy is married to Kevin Bisang. She enjoys scuba diving, physical fitness, and writing short stories. Tracy is the organizer for the local scuba diving club.



Jerry Mullen is Shop Serviceman in LUFKIN's Bakersfield, California Service Center. He is responsible for shop repair, service, reconditioning of pumping units, and occasionally makes field trips to repair pumping units.

Jerry's job requires the ability to operate a 350-ton hydraulic press, 25-ton yard crane, fork lifts, drill presses, and knowledge of LUFKIN's pumping unit component assembly.

Jerry joined the company in 1963. He has two children, Mark, 21 and Tracy, 19. Jerry is a member of the CB Radio Club.

The most positive thing about working at LUFKIN according to Jerry are the people and the company. "If I didn't think the company was good, I wouldn't be here!"

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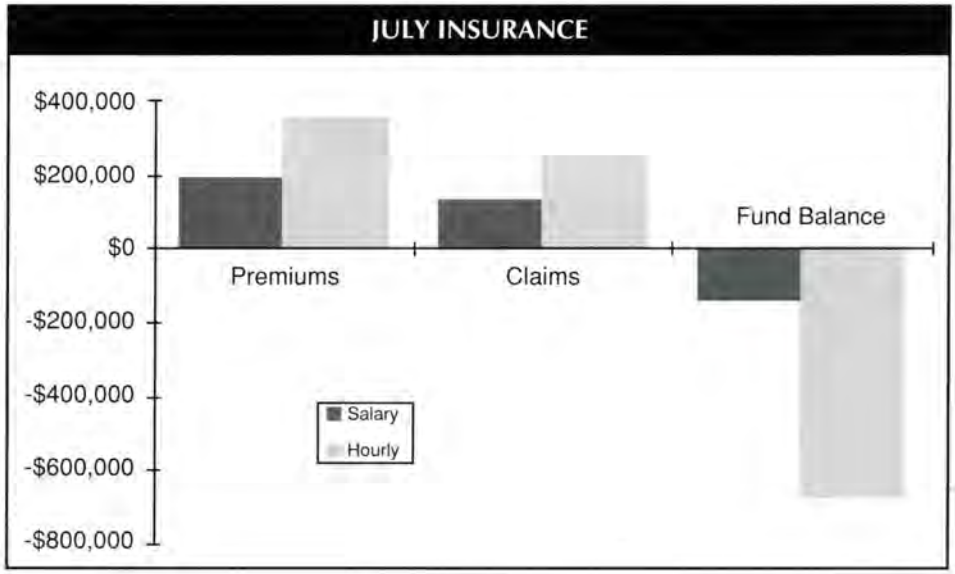
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Few things help an individual more than to place responsibility upon him, and to let him know that you trust him.

- - Booker T. Washington



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Team



Margie Lee, Machine Operator, Heat Treat



Ann Harris, Nurse, Personnel



Chuck Beloney, Techologist III, Structural Fabrication

THE ROUNDUP

VOLUME 46, NUMBER 10, 1989

Published monthly by Lufkin Industries, Inc.
P.O. Box 849, Lufkin, Texas 75902-0849.
For active and retired employees and their families.

James Horton, Director of Personnel and Corporate Communications

Sharon Henderson, Writer

Viron Barbay, Photographer