

StaleyNews

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Sales, earnings up for quarter, six months: Improvements credited to more favorable corn sweetener market

The company reported on April 18 net earnings of \$5,074,000 or 17 cents a share on sales of \$527,973,000 for the second quarter ended March 31, 1984. The totals compare with net earnings of \$4,544,000 or 16 cents per share on sales of \$393,748,000 for the same period last year.

For the six months, net earnings amounted to \$8,587,000 or 28 cents a share compared to \$7,233,000 or 27 cents a share for the first half of the prior year. Sales for the six months were \$1.03 billion versus \$760,656,000 a year ago.

Net earnings for the second quarter and six months a year ago included an extraordinary gain of \$3,736,000 or 16 cents per share resulting from a debt-for-equity swap.

Chairman Don Nordlund said operating results for the past six months were considerably stronger than a year ago. He noted that pre-tax income was \$13 million above last year.

Nordlund credited the improvement to a more favorable market for corn sweeteners, especially high fructose corn syrup. Sales of HFCS are running well ahead of a year ago, reflecting increased demand for the product and the company's expanded production capacity.

Sales of other Staley corn sweeteners and starches also strengthened during the quarter.

Results for soybean milling remained unsatisfactory, although the market for soybean oil continued strong, according to Nordlund. He added that the company's refined oils division benefited from the favorable market.

The Staley chief executive said earnings for the remainder of the fiscal year should comfortably exceed those for the second half a year ago. Pricing has improved for corn sweeteners and starches, and demand for high fructose corn syrup will be strong throughout the summer.

HFCS production to increase at Loudon

The company is expanding the high fructose corn syrup capacity of the Loudon plant to one billion pounds annually, allowing for a 20 percent increase in production.

Already under way, the expansion is scheduled for completion in the spring of 1985. This project reflects Staley's confidence in greater use of high fructose corn syrup by the soft drink industry. That facility, which commenced high fructose corn syrup production one year ago, was initially designed for ready expansion.

Allowing for the high fructose expansion, the plant's corn grinding capacity previously was increased by minor process adjustments during the past year. Loudon's current corn processing capability is in excess of 100,000 bushels per day. The facility produces ethanol for use in motor fuel as well as high fructose corn syrup.

Worth noting . . .

David W. Miller, director of commodities, Staley/Decatur, has been elected to the board of directors of the National Grain and Feed Association. The association is a national trade group of grain and feed companies involved in buying, merchandising, sorting, processing, milling and shipping grain and grain products.

Distinguished among his colleagues, Dr. Daniel B. Smith has been named chief resident among 17 fellow residents at St. John's Mercy Medical Center in St. Louis, Missouri. Dr. Smith, the son of Burton, credit manager, eastern region, corporate finance, assumes his additional duties in that capacity on July 1 as he begins his third year of residency. The graduate of the University of Illinois medical school plans to enter family practice following his three-year residency.



Pictured during a ceremony honoring Bob Newborn, center front, as Staley's first Extraordinary Achievement Award winner are, from left, Don Nordlund, chairman, Dave Miller, director of commodities, Newborn, Tom Fischer, executive vice president, industrial products, Bob Powers, president, and Larry Cunningham, vice president, starch business unit.

Corn "supplier" earns first achievement award

For devising a program to supply Staley with the waxy corn necessary to keep its modified starch business flowing according to plan during fiscal 1984 -- the year following a disastrous drought -- Bob Newborn is somewhat of a hero. In fact, the merchandising manager of commodities, located at Staley's plant in Morrisville, Pennsylvania, has been awarded the company's first Extraordinary Achievement Award for this feat.

"Announced last fall, the award program was initiated to recognize an individual's or group's outstanding contributions to business results," said Bob Powers, president.

This program applies to any employee or employees not covered by a labor agreement or management bonus. Cash awards range from \$500 to \$5,000, depending on the significance of the accomplishment. Awards greater than \$2,500 are reserved for achievements and personal contributions of the most substantial nature, Powers pointed out.

"The key ingredient for nomination is that contributions must have required unusual creativity, foresight or innovation or an unusually sustained application of abilities or dedication, which we believe Newborn displayed in his successful resolution of our waxy corn supply problem. In addition, the achievement must result in substantial improvement in company profit, progress, knowledge or desired business outcomes," said Powers.

"In this case, Staley was in dire straits with the waxy corn short crop," said Larry Cunningham, vice president and general manager of the starch business unit. "We were not going to meet our business plan for the year, which would have been a disappointment to customers. Furthermore, we would not have been able to grow, and waxy starch is a key area we have targeted for growth. This unusual raw material dilemma would have affected us not only in fiscal 1984 but also well into the future."

Dividends declared

Directors of the company on April 10, 1984, declared a regular quarterly dividend of 20 cents per common share, payable June 4 to shareholders of record May 14.

The regular dividend of 94 cents per share was declared on the company's \$3.75 preference stock. It is payable June 20 to shareholders of record June 6.

Newborn's successful project produced better results than anticipated, according to Cunningham. "Had we not had such a resourceful person working on our behalf, our position easily could have been quite different."

Until last summer, Staley had always been able to grow adequate quantities of waxy corn under contract in the neighborhoods of the Sagamore plant at Lafayette, Indiana, and Morrisville to meet their modified starch production requirements. The normally small crop of waxy corn became very special indeed, almost nonexistent last year, due to the lengthy drought.

"We began to see a problem developing in August and early September. By harvest time, the problem was vivid," said David Miller, director of commodities.

Miller and Cunningham figured they were short at least 40 percent of their waxy corn needs before the harvest of 1984. Somehow, they had to solve this very serious problem. Considering options, they settled on approaching Bob Newborn with the project because of his past record of handling difficulties or challenges.

Normally, Bob makes corn acquisitions for the Morrisville and Loudon, Tennessee, plants. They would ask him to extend his concerns to Sagamore as well, which along with Morrisville needed far more waxy corn than their contracted acreage had produced.

Speed was essential to locate farmers who had not committed to sell elsewhere and persuade them to sell to Staley. Every processor of waxy corn would be in the same short position, seeking the same available corn. It was a matter of first come, first serve, best offer.

No "stone" left unturned

"Staley was not going to disturb any of the relationships or contracts already established by other processors with individual farmers," said Miller. "We had to find the uncommitted corn. We knew a few farmers who sent their waxy corn to the export market. Bob enquired at river houses and terminal elevators that handled waxy for export about their suppliers. He also scouted the seed corn companies to find out to whom they had sold seed."

"This was a far-flung effort," said Miller. "If approached in a piecemeal fashion, the job might not have been completed. But the fact that Staley knew the quantity of corn needed helped the effort. Every bushel acquired brought us a step closer. Very early, the job was frustrating -- Bob worked hard but didn't see any sizeable results. Gradually, he began obtaining a few thousand bushels here and there. Newborn was able to buy all the surplus waxy in Nebraska, Iowa and Minnesota, but that still wasn't enough."

Realizing there would be a gap between the company's needs and the corn stockpiled, Bob sought other sources.

(Continued on Page 2)

Has your child received honors?

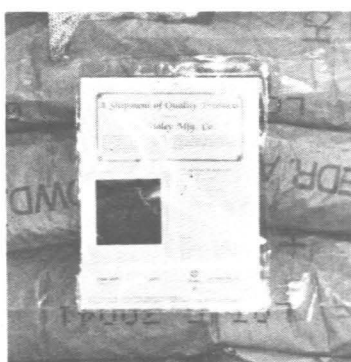
Employees whose children have received honors this academic year or will graduate with the distinction of being valedictorian, salutatorian, orator, or with a similar title reflecting class standing, are asked to notify the "Staley News" as soon as possible. They will be featured in the summer editions of the company's newspaper. Deadline for submitting information for the next issue is June 15.

Information should include the child's name; employee's name, job title and location; the child's school and location; degree (if college graduate); specific honors; activities in school and future plans of the individual. If the student is continuing his or her education, include the school and major to be pursued.

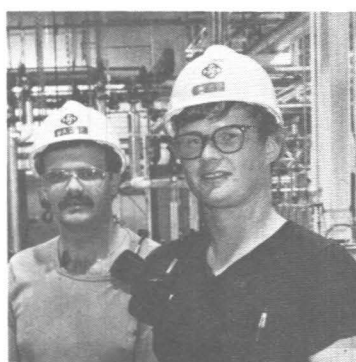
Pictures will be used of the graduates with distinctions of valedictorian, salutatorian, orator, or similar designations. A class photograph is sufficient and will be returned. Be sure to label the picture with the child's name on the back at the bottom in very small letters, being careful not to emboss the picture.

Information should be sent in care of the "Staley News" at Staley/Decatur.

In the News...



Innovation/P3



Employee/P4



Rider/P6

Corn, special projects fill award winner Newborn's day

"The grain business is an avocation as well as a hobby," says Bob Newborn. He's the merchandising manager of commodities located at the Morrisville plant and the first winner of the company's Extraordinary Achievement Award, earned for resolving a very serious raw material problem for the starch business unit earlier this year.

Although a Staley employee only five and one-half years, Bob has worked in the grain field since 1960 -- when he completed his formal education in business at Pierce College in Philadelphia. Thereafter, he ventured into grain operations, first in the accounting area. Newborn turned next to grain transportation with the Reading Railroad and from there became traffic manager for P. R. Markley, Inc., in Philadelphia and New Orleans. After that company was acquired by the Bunge Corporation in 1962, Bob became export traffic manager for the northeast region with Bunge and, just prior to joining Staley, was a grain merchant for that firm in Philadelphia.

Originally, Newborn worked only for the Morrisville plant making corn acquisitions. But early in his Staley career, he was assigned to special projects, such as plant siting for the Loudon, Tennessee, facility and then branched out into other areas. He considers his greatest experience at Staley prior to the waxy corn challenge, the period of time he worked with the study group for Loudon, for which he supplied grain costs and barge transportation information.

Later, Newborn started the Fort Loudon Terminal operation for Staley at Lenoir City, bringing the first corn barges into Tennessee as far north as Loudon. Currently, he is studying the construction of Staley's own pier at Loudon. Newborn negotiated the barge handling of pellet feed manufactured at Loudon and has explored east coast ways of handling Morrisville's gluten feed production for export markets.

Dave Miller, director of commodities, noted that Bob is a great dealer in "off-specification" commodity materials. He can usually find a buyer. In fact, he was responsible for finding a firm to use steep water excess at Morrisville, for which the plant did not have enough drying capacity.

"That buyer comes in and picks it up at the plant, thereby saving Morrisville the trucking and dumping fees -- a significant savings," said Miller.

On a normal day-to-day basis, Newborn makes corn acquisitions for Morrisville and the Loudon plants. In Morrisville, he purchases "train corn" and local "truck corn" and sells domestic gluten feed and gluten meal. About 95 percent of the corn arriving at Morrisville this year has been by rail, originating in Ohio, Indiana and Michigan. Without a drought, about 20 percent would come in by truck and the remainder by rail. Bob also contracts for waxy corn in Pennsylvania, New Jersey and Maryland for use only at Morrisville.

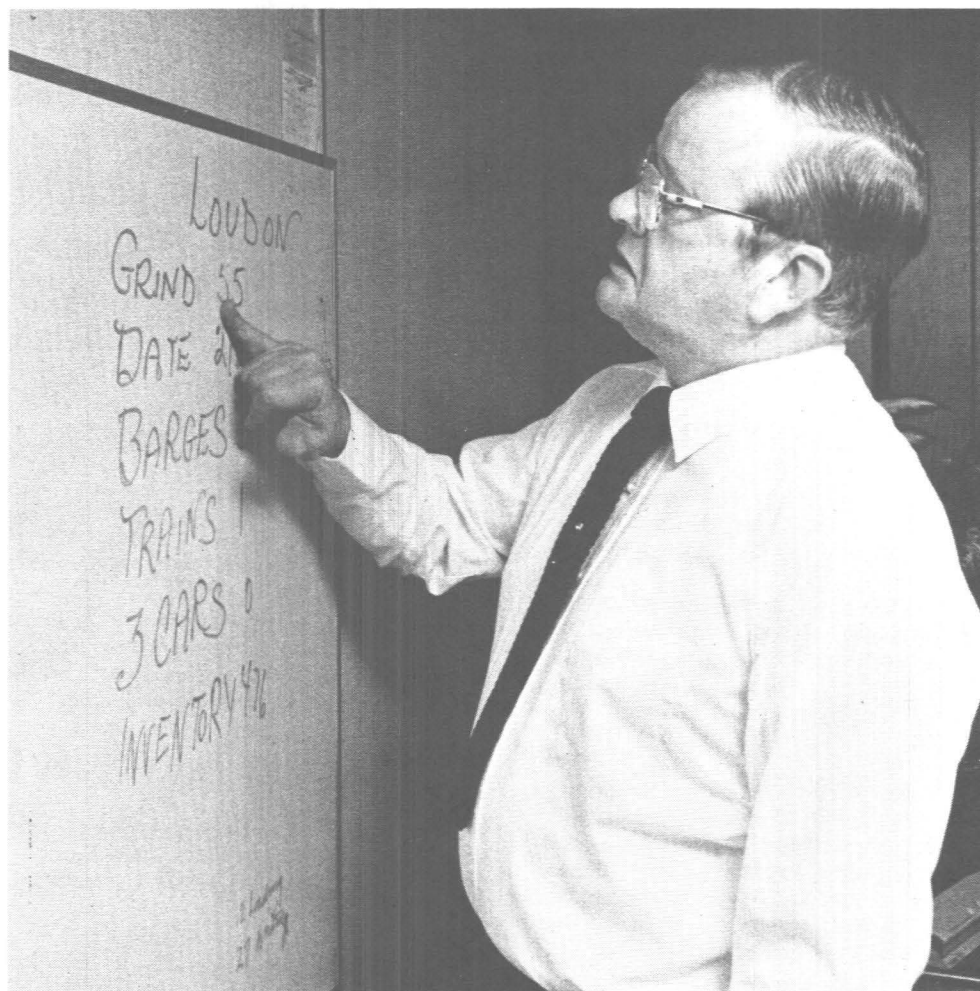
At Loudon, Newborn's corn purchases are delivered about 75 percent of the time by rail and the remainder by barges, which are unloaded at the Fort Loudon Terminal, five miles from the plant. Most of that corn is coming from trains loaded in Ohio, Indiana and Illinois. However, the corn might originate as far north as Savage, Minnesota, he said.

Seeks best deals

Grain is bought and inspected at origin by disinterested third parties, often under federal supervision. It is graded according to federal standards by an authorized or hired state inspector.

"Except for the specialty starch operations, which require waxy corn, the ultimate for Staley is to obtain No. 2 yellow dent corn, which gives the best yield. If we would always purchase that type of corn and all of our equipment were operating at maximum efficiency, Staley would very likely get the best possible yield on products made from corn.

"However, we can't always find that grade of corn or can't afford it," said Bob. "Corn is priced on a geographical basis, so much over or under the Chicago Board of Trade's price that corn is being traded. Over a transitional month, going from a bear to bull or a bull to bear market, the price could vary from 10 to 30 cents a bushel. The normal



Bob Newborn, merchandising manager, commodities, studies a plant's corn supply.

maximum change allowed for the Board of Trade in a single day, however, is 10 cents up or down before trading is called off to help prevent people from making a run on the corn market.

"When buying corn," Newborn said, "we are making trades on the basis of No. 2 yellow corn. We are looking at quality, the distance from plant, freight rates and the like. If one state has better yields and more rain, we would favor buying from that area because the corn would be better.

"Right now, an area above Interstate 80 in Michigan has had more rainfall and the corn is superior to Indiana's so I would favor purchasing Michigan corn. We take all of these factors into consideration when buying. But if you look at it like a commodity trader, then the most important item is the price."

Yellow corn is used for almost any type of syrup or sweetener and certain types of starch. Waxy is basically earmarked for starch only, with those products ranging from food grade starches, adhesives for the gum tape industry, cationic starches for the paper industry and some industrial grades that go to the building industry.

When Staley began producing modified starches at Morrisville, the waxy corn was grown in Central Illinois and trucked to the Staley/Decatur elevator. There it was loaded in rail cars and shipped to Morrisville -- then the only Staley plant where that type corn was processed. Sagamore, acquired by Staley in 1982, is also in the waxy business along with dent based starches and syrups.

Bob's first involvement with waxy corn at Staley was to contract for that corn to eliminate high freight costs from Decatur to the Pennsylvania plant. Until this season, the company has been able to grow under contract at neighborhood farms all of the waxy corn it has needed at the Sagamore and Morrisville operations.

"Waxy corn doesn't look much different than yellow dent," said Newborn. "In fact, only an expert can tell the two apart by eye. However, there's a system for checking the corn to determine which variety it is.

"A truck is sampled to ascertain the type of load it bears. The corn is cracked to expose the starch, which is sprayed with an iodine solution. If the sample is dent corn, it will turn blue or black, but a waxy corn will turn brown from that solution. Every truck is inspected prior to dumping. If we are purchasing waxy and obtain a brown reaction, we dump the truck. Otherwise, the vehicle is turned away because dent corn cannot be used in that process," explained Bob.

In addition to buying for Morrisville and Loudon, Newborn takes positions

Earlier crop helps solve shortage

(Continued from Page 1)

In this case, he would look for earlier corn plantings in the Southeast that would be available 60 to 90 days ahead of corn belt waxy. In this way, Newborn hoped to cover the tail end of the crop year with earlier harvested corn.

Commenting, Miller said, "Bob is an unusual guy. He's been around the business long enough (some 24 years) to have many contacts. Newborn can find the answer to problems from friends if he does not have it himself."

Getting farmers to try a crop they had never heard of was not easy though. After all, Bob didn't know any of them. He turned to friends who were grain brokers or worked for grain companies in Florida and Georgia to scout the area for him and set up meetings with farmers to whom Newborn made his presentation about trying a new crop in their area. His friends' expertise with growers in the Southeast allowed Bob to accomplish his important mission.

It took two months of hard work to put this program together for Southern growers. Because they were unfamiliar with waxy corn, Staley bought and provided the seed they would use. However, they had to satisfy the farmer's needs, which differed in those Southeastern locations -- no two soils nor growing conditions were the same. Seed was also very difficult to find due to crop failures among seed producers. But the company, with Bob's guidance, was able to track down enough seed from various companies to get the job done.

With the seed procured, the first early waxy corn was planted on 2,000 acres in Florida. That waxy crop was out of the ground by mid-February. Then toward the latter part of that month, another 1,200 acres farther north were planted in Florida. Thereafter, another 3,200 acres were planted in Georgia. These staggered plantings would allow a progressive harvest, working north through those regions.

By combining the surplus corn Newborn purchased with harvests from those early plantings, Staley should be supplied with enough waxy corn until the next harvest in Indiana about mid-October.

"If there had been no drought, growing early corn in the Southeast would have been a losing proposition," said Newborn. "But this year, those farmers will make extra money on their corn acreage. Normally, corn grown in that region is used as feed right there. Corn is more expensive to grow in the South because yields are smaller and the transportation costs high. For those reasons, unless there would be another crop disaster, Southern farmers, who are helping to pull Staley through this short supply, are being paid a premium for their one-shot service."

Commenting on an expanding need for waxy corn, Newborn said, "The starch business unit is selling their products faster than I can find the raw material: They sell more 'waxy' than I can locate. Because they are doing such a great sales job, I hope to have a surplus of waxy corn tucked aside after the coming harvest."

Kalokitis heads S.E.A.A. at Staley/Morrisville

Heading the Staley Employees Activities Association at Morrisville is Vince Kalokitis, maintenance mechanic A, president. Joe Clark, service cleaner, is vice president; Gail DeAngelo, accounting clerk, secretary; and Tom Piuma, materials transportation manager, treasurer.

Glen Johnson, maintenance mechanic A, Jim Schreckengost, maintenance mechanic A, and Tracy Brewer, administrative assistant and cost analyst, are associates.

Attractions for employees and their families in 1984 include baseball games, circus, picnic and Christmas parties. To date, they have already taken in the Ice Capades and held an Easter egg hunt.

No boots on those hooks

Besides spawning salmon, Michigan's Muskegon River, which flows southwest into Lake Michigan, comes alive every year in September and October with hundreds of eager fishermen lining its shore. Among them last fall were Joe Quinlisk, chief operator, starch drying, Staley/Sagamore, and his sons, Joey, 18, and Chris, 16, and a family friend, who hooked their share.

In two two-day outings, one in late September and the other in early October, the crew caught 42 salmon, weighing between 18 and 27 pounds each.

They used a snagging technique while standing waist deep in chest waders in the river, according to the Sagamore operation's daily newspaper, "What's New." These fishermen used three-inch Ryoki reels and stiff, seven-and-one-half-foot long fiber glass rods and torpedoes as snaggers. The torpedoes are two- or three-ounce lead weighted rigs with two three-barb No. 2 hooks on each end.

Requiring about 175 yards of 40-pound test line, they cast out and reel in in short jerks until a salmon is snagged and then give a brisk jerk to set the hook, according to Joe. Thereafter, a 15-to-20 minute battle begins.

A yell, "fish on," signals others to reel in their lines to avoid tangles. Nearby fishermen assist with big landing nets to haul in the worn out salmon.

The Quinlisks enjoy their filets baked or fried throughout the year, but will be ready for another salmon catch come next fall when the "boys" plan to return to "paradise."

Worth noting . . .

Dean's List members for the fall semester at the University of Illinois at Urbana are Staley/Decatur children Brett Emmons, son of Bob, manager, corn feeds, industrial products; Kathleen Empen, daughter of Joe, manager, Gunther Products, food and specialty products, and David Mooth, son of Bob, research chemist. Also making the list are James Nordlund, son of Don, chairman; Shawn Smith, son of Norris, operations manager, agriproducts, and Karola Stehr, daughter of John, government affairs manager, corporate administration.

in the cash market and trades cash corn for Staley. No matter which hat he's wearing -- that of grain buyer or merchant, Bob is enjoying his work.

Final touch underscores customer's importance

"Much effort and money go into making the finest quality starches at Staley, but that's not enough. We must also see that customers come to expect the best total service from Staley," according to Larry Cunningham, vice president and general manager of the starch business unit.

"The product must arrive at its destination in good condition, loaded the way in which the customer has specified," said Lou Feriozzi, superintendent, starch processing and shipping, dry starch, manufacturing, industrial products. "Some want their bags glued together; some, stretch wrapped on the pallet. Others request special coding. We are trying to give those who are purchasing a premium product what they want. We hope in return they recognize Staley as the leader in the industry and favor us with more of their orders."

atest in a string of recent improvements is a new quality check list, which the Decatur plant put into use in February. If the certificate proves as beneficial as the starch people believe, it will be used by Staley's other starch operations.

A very favorable reaction was received from a large baker of snack cake products when its first shipment arrived displaying the new check list. That company's spokesman said he had never seen this type of documentation and thought it very effective. In fact, he suggested they might use it with their customers.

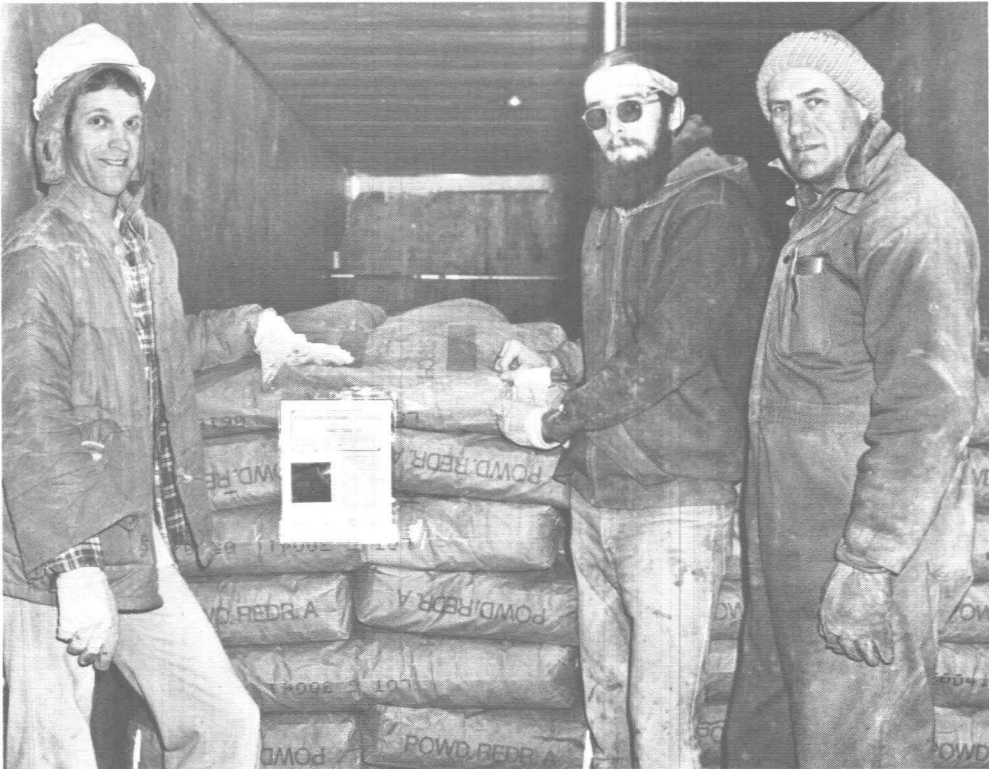
The certificate contains not only a colored photograph of the shipment as it was loaded and should arrive but also such information as the shipping date, customer order number, the lot number and number of bags, and a check list for special instructions. In that area specifics include placards, types of pallets, seal numbers, special markings and other pertinent details the customer has requested such as stretch wrapping, etc.

When the job is completed and the document filled out, the employees loading the shipment sign their names to the document, stating that it has been checked and loaded by them personally. Then they place the certificate on the side of one of the last pallets loaded so that it is visible when the doors of the truck are opened in the customer's warehouse.

In cold weather, the photography could prove tricky since the warehouse is cold and the instant film must be warm to develop. To sidestep this hitch, the camera is kept in a box warmed by a light bulb.

This extra step in the loading process won't take much time to fill out, according to Ron Bramel, supervisor, starch warehouse, dry starch, manufacturing, industrial products. "Its potential benefits outweigh that little time."

Feriozzi said to his knowledge "Staley has never had a customer request this type of document. We were actually working on a check list to be used internally and prog-



Showing off the new quality check list attached to the front of a pallet of starch loaded for shipment are, from the left, Stan Bolhorst, Mike Lee and Ron James.

ressed to this one after considering how it could be used externally to attract customers.

"This type of document is insurance that the customer will receive what he wants," according to Feriozzi, who noted that the loaders must write down what they are shipping and that all the customer's special instructions have been fulfilled. He believes, "This type of effort will make good employees even more conscientious. But more importantly, the more personalized, the better a shipment will be received by a customer," he pointed out.

"More than a check list, the document is really a tool to tell the customer that we have done our job," said Steve Martin, marketing specialist II, starch business unit, who was responsible for designing the certificate. "This is a customer's quality check list."

Stan Bolhorst, loader, 34 building, an employee six years, says, "We are becoming very aware of the importance of Staley customers. This particular document shows customers we care."

An eight-year veteran, Mike Lee, lead loader, 34 building, says of the certificate, "It shows we loaded their shipment correctly."

"While it takes a little longer, if it pleases customers who return their business to Staley, this simple procedure could create more jobs and help profits, which in turn, makes the company grow," said Bolhorst.

Ron James, who has been with the company 23 years, is the forklift driver who brings the bags around for loading. He recalls that pictures were used some time ago but not in this manner. He thinks this is an

effective way to show customers "we care." The service will be nearly perfect as far as he's concerned when the starch business receives its new bags and packing equipment, which will make the packages more easy to stack and fit the pallets.

"The quality check list is only one segment of a larger project to upgrade our image and please customers. We continue to strive to do what our customers request so they will call to place orders, not complaints," said Cunningham.

This is just another way the starch people are aiming to make Staley distinctive -- in a good way.

Contestants find new not always best

Debbie Goldsmith, word processor operator, Sagamore plant, earned the third-place speed trophy in a Muscular Dystrophy Flashtyping Contest held March 24 in Lafayette, Indiana. Her speed, normally 100-plus words a minute, was reduced to only 64 that day due to a new, stiff electric machine. The first-place winner beat her speed by only 10 words and second place, by seven.

Sponsored by WASK radio station and Manpower, the contest drew 14 contestants. Debbie was asked to represent Staley since she has typed professionally some 16 years and does a large quantity of word processing at the plant.

The contest itself was very short, according to Goldsmith. Contestants officially performed only three minutes, although they were given as much time as they needed to warm up. She took only three minutes to get the feel of the machine before plunging in.

Worth noting . . .

Scholarship runs in the Staley/Decatur Zindel family. Lori, a sophomore at Loyola University, New Orleans, was named fall semester to the Dean's List for the third consecutive term. Her brother, Jon, made the High Honor list at St. Teresa High and was elected to the National Honor Society. Jon is a junior. Their mother, Helen, is manager of price development, sweeteners, industrial products.

Andy Brummett won first place for primary grades in the "Young Author Writing Competition" and will attend a statewide workshop in Bloomington, Illinois, this spring. He is the son of Richard, cleaner, 101 building, Staley/Decatur, and a second grade student at Dennis School.

Of the 33 finalists in the Macon County Spelling Bee, Sarah Dwiggin, seventh-grade student at Lutheran School Association, took seventh. She is a daughter of Bruce, principal process engineer, corporate engineering and purchasing.

A young beauty, Stephanie Sommer was named Cinderella Tot among the three-to-six-year-olds at the Cinderella Pageant in Decatur. The daughter of Stephen, associate chemist, new products group, won the overall award for talent, interview and beauty. She will now compete in the state pageant in June. Stephanie is also the niece of Eugene Madia, process supporter in 101 building, Decatur.

Recently elected co-chairman of the Democratic Central Committee of Logan County, Illinois, is Skip Proctor. He is a conversion unit helper, 40 building, at Staley/Decatur.



On the job at Staley/Sagamore, Debbie Goldsmith works on her word processor.

Each one performed alone before an impromptu audience -- other participants along with the lunch crowd that gathered around the motel's courtyard in which the contest was held. Adding to congestion, a local television crew shot footage of each typist, who was introduced by a WASK announcer and told the speed she had to exceed to take over the lead.

"That was pressure I didn't need," said Debbie. "I kept thinking I had to go faster."

But all went well. Although colleagues did not turn out for the event because she had little forewarning, they supported the cause. Besides a trophy, she took home a Panasonic computer and 10 pieces of software for a second-place finish in total contributions. Debbie brought in \$272.24 of the \$3,000 that Muscular Dystrophy received from the pledges earned on typing speeds.

Having wanted a home computer for some time, her 11-year-old son was particularly proud of mother's performance and has provided a spot in his room for the new equipment.

And while the sponsors plan another contest next spring, they have promised to give the gals a break -- broken in typewriters.



Wayne Martin, vice president, sweetener business unit, at top, and Warren Trask, vice president, corporate purchasing and engineering, display skating styles at a benefit for the Decatur Boys Club. Employees' generous support allowed Staley to earn first place.

Loudon employees "buy" the "our plant" concept of participative system

As start-ups were accomplished and day-to-day routines set, technicians at the Loudon corn wet milling plant have been plunged into a new way of life. Gradually, they have been introduced to the participative management system, through which they are already affecting operations and the direction of the plant.

As the name implies, this form of management involves the entire work force in arriving at decisions. Whether it's a new project, process improvement or problem, the situation is studied from multiple vantage points -- both from the management and the technicians -- to cover all possible fronts and to develop the best plan. Anyone with knowledge of the topic is encouraged and expected to put forth ideas.

"This open system works to everyone's advantage as a group," says Tom Gathright, quality assurance manager. "While you never please everyone, our process allows all affected parties to have a hand in that particular decision. Together they come up with a consensus and are committed to abide by that decision. It may take longer to reach a generally agreed upon decision, but the issue then rests."

"One of the best parts of our participative management is open communications at all levels," according to Barry Kaley, plant engineer, utilities. "Communication networks are generally very good -- no doors have been slammed. In open communications, there is no process or chain of command for messages. You talk directly with the appropriate person, allowing little room for misunderstandings."

"Communication is the greatest strength in our system," Kaley says. "For any decision made at any level, those affected can ask for input and can expect their ideas or views to be considered."

"During start-ups, everyone was busy long hours, but the situation continued thereafter in heavy doses for many of the technicians. As Lorenza Glasgow, team resource (leader), wet mill, recalls, "The only negative aspect to the operation was that I no longer had any leisure time."

"Jobs must be covered. With someone off, only trained personnel could fill that slot, and there were very few of us since little cross training had been done," said Glasgow.

A team resource in alcohol, Danny Allison said, "The time we put in got rough. The only solace was a realization that we were making an investment in our jobs and in our colleagues. In the long run, it was worth it."

Because of this mounting hardship on personnel, a task force was assigned to study the problem and consultants were brought in. Out of this came a new shift schedule for process technicians, recommended by the task force, that was approved in December.

And, something else positive evolved out of those lengthy days at the plant. Jerry Standridge, a team coordinator, said, "I was spending more quality time with my family."

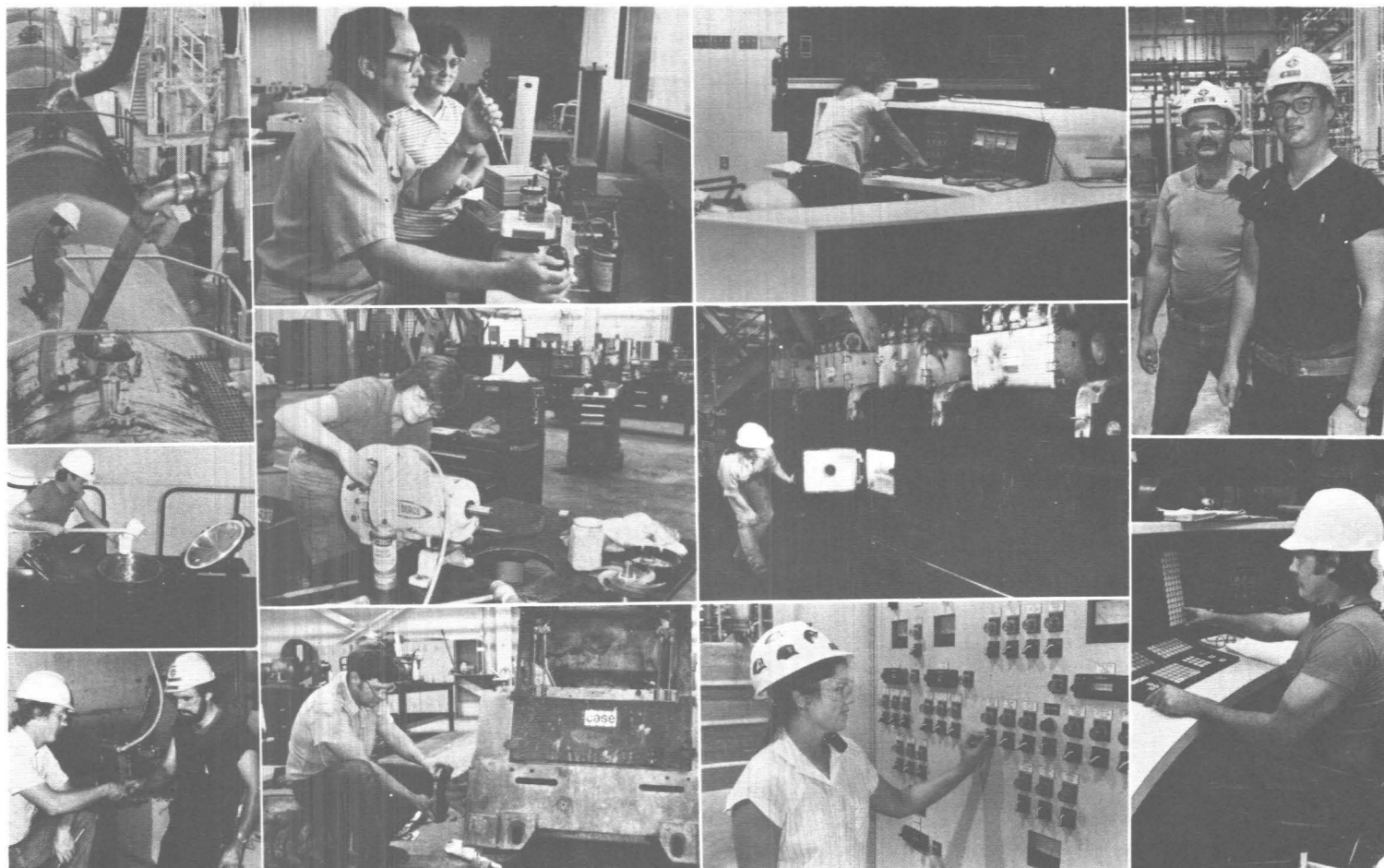
John Scruggs noted he organized more outside activities with the family on his days off. He's a process technician in the feed house.

Adjustments being made

All has not been struggle-free with the implementation of the management process. "This new environment is requiring some personal adjustments, particularly among those coming into it from a traditional working relationship. Those employees are no less committed to the system but have to override old habits," says Jim Guymon, a quality assurance technician.

"It takes patience on the part of all parties. Once we become accustomed to voicing our views and having some of them accepted, we will all feel like we belong here. We definitely have input on the operations, and in the long run, the system will be very beneficial and satisfying," said Guymon.

Formerly employed in a traditionally managed operation, Jim said he'd have difficulty giving up this openness, where everyone across the board -- from new technician to top management -- communicates with one another.



Employees appreciate seeing their ideas implemented in the participative management system at the Loudon, Tennessee, corn plant.

When Guymon joined the plant nine months ago, many of his colleagues were timid if not reluctant to say much either positive or negative, but now are sharing their thoughts more freely. "The idea," he says, "is to get all employees to feel a part of the management team, but becoming comfortable with the system will take time."

"One of the most difficult parts of the system and yet one of the most important ones is proper communications and communications flow," says Glasgow. "Employees from the bottom to the top must be willing to share openly and honestly. A large hold up in the system has been the technicians' failure to communicate and voice opinions."

Tom Curry, maintenance training specialist, sees a period of mistrust through which individuals with different management experience must pass before they can open up. Curry himself had been deeply rooted in traditional systems, being an ex-Navy man, industrial supervisor and owner of a construction firm before joining Staley.

"However, young employees coming into this system feel more satisfied because they are being heard and are immediately working in harmony with those who have been here a while. They are not used as gophers."

Summing up his feelings, Curry said, "Participative management is one of the greatest work methods. Employees appreciate seeing their ideas implemented." He noted that in many cases, a cost savings is achieved through combined efforts. In this type of system better technical and social surroundings can be attained, and employees learn from each other, realizing that everyone has something to offer.

"This interdependence is important in the cross training that goes on within maintenance disciplines," Curry said, "such as the machine group, which has combined the machinist, millwright and rigger trades into one called the machine technician. We cross train between millwright and machinist, filtering in rigging, pipefitting and welding skills to prepare this technician to perform many skills. The same is true with the fabrication group, which combined the pipefitter, welder, sheetmetal worker or tinner and structural steel or iron worker skills and for which cross training is also necessary to attain performance goals. Similar cross training occurs with technicians in electrical and instrumentation."

"People pull together at Loudon," Lynn Hodgen said. According to the refinery area manager, "There's no split between process and maintenance since they are pulled together by the area management team. Maintenance has a voice in operations along with process personnel. With experience, they will make more decisions and anticipate problems."

"As teams mature, they will follow through making decisions based on business sense."

Our jobs as managers will then be more of an advisory capacity," said Don Rairdon, senior process control engineer.

"During the hiring process, technicians were told they would have a large amount of responsibility, and they are still learning the scope of that responsibility," Rairdon said. "Overall, this is a large learning experience because many previously never had worked in a plant like ours."

Maturity spawns responsibility

"I'm eager for more responsibility but realize it will come with maturity," says Standridge.

On the other hand, Scruggs says that some cohorts are afraid to accept all responsibility due to having a limited amount in past working experiences. "They have to learn to trust the system."

Unless willing to shoulder responsibility of a hefty nature, one would not take this type of job, according to Scruggs. "Managers, supervisors as well as start-up personnel have placed trust in us. Knowing we were taught correctly, they let us handle situations. If we make a mistake, we are shown and corrected, but the next time the situation rolls around, they'll let us handle it again."

"Everybody carries a fair share of the load. There's no laggard in this operation," according to Liz Matthews, secretary, operations.

Management communicates with the work force more than in any other working system, Wes Loftis, technician in stores believes. "They want us to understand the company and why certain steps are taken or not taken. The system makes us put pressure on ourselves to do a good job."

"This system breeds motivation and encourages changes for better operation of the plant," said Glasgow. "With a lean staff, responsibilities must be completely fulfilled. Each team member is relied upon to carry through and not leave loose ends."

"What you do is a reflection on your team so you naturally feel a pressure to do your job as well as possible," says Allison. "There really is no excuse for doing a job improperly. If you need help, assistance is there. Someone on the team will help, or a resource can be called in."

If there is something to be done, regardless of trade, as a team we will work together and accomplish it," said Pete Fleming, a maintenance machine technician, who was formerly with the Tennessee Valley Authority

Dianne Benson, a maintenance electrical technician, agreed with Fleming saying, "No one needs to crack the whip around us. We like to get the work done. . . the right way."

Dave McKnight doesn't believe Staley has changed anyone but rather "this work force is motivated to pull together." The fabrication technician said, "We want the challenges and we want to succeed. Part of the secret is that we control our destiny by helping make decisions. We discuss the pros and cons of a project and come up with a plan to tackle it."

However, not all decisions can be made gradually waiting for a consensus. Standridge notes that a problem in the feedhouse might necessitate shutting down or being flooded. In this case, the decision must quickly be made and then analyzed. "Later we ask ourselves if we could have prevented going down. Mistakes show up easily . . . In some instances it gets knee deep!"

After you have experienced a situation a number of times, Scruggs says you have a better feel for what is required and how soon.

Because one building can affect others in some manner, it's important to keep abreast of planned projects. The communications system, slow in starting, is improving, technicians agree. Minutes of morning core group meetings are posted by noon and highlight trouble spots, good performances, game plans and any additional information needed for that day. Team meetings are also disseminating points for information.

Communication is important to planning any moves, according to Doug Jenkins, plant services technician, who needs to know about scheduled production slowdowns or shutdowns or there'll be a problem. "If Standridge cuts back to 40,000 pounds of steam in wet mill and I'm up on the floor, a water and boiler swing will develop and the plant will suddenly be on its way down because someone didn't pass along pertinent information to the boiler house."

Geared toward smooth operation

"If you get people to agree on goals and work together to obtain them, you will have a smoothly operated organization and make a profit too. This is about the most effective way to run a manpower system," according to Fleming.

"People take more pride in their work. The longer we work here, the better feelings we have about it. We take more pride in what we are doing. That compensates for the extra work. . . It all balances out. Loudon is gaining a lot of extra effort because of this system," McKnight believes.

"But as in all good things, the system takes additional responsibility on everyone's part to do what is expected and even more," said Johnny McKee, instrument technician.

(Continued on Page 5)

Management system allows growth in a work sense as well as dealing with others

(Continued from Page 4)

The only drawback McKnight sees to the system is the time involved in reaching some decisions. "Sometimes many committee meetings are required to resolve an issue. It can take two hours or two months to get an answer. Despite this quirk, Dave says the team system drew him to Staley and he's not sorry for making the move. "The system overall is a fringe benefit. . . a real plus."

Standridge likes having a hand in decisions and not being told what to do. "When decisions are made, it comes down to what is good for the plant and the majority," he said.

"This system makes you feel important -- appreciated," according to Jenkins, formerly at Staley/Morrisville. "There's room for personal growth--as much as you want seemingly. Many of the managers at Loudon came from process positions at other Staley plants."

"Personal growth is boundless," according to Glasgow. "It's unbelievable the number of jobs you can do. You may work in one area 10 years, but there are four or five jobs right there to learn."

As far as opportunities, McKee said he could work at the plant the remainder of his career and never get through learning. "I am pleased with the training and safety programs."

Adding to her comments, Benson said, "Because of cross training, we can learn much more."

Personal growth is important to an operation such as this, according to Matthews, who says, "Staley encourages you to learn as much as possible." Liz likes variety. She formerly worked as secretary to 33 engineers on the Apollo project at Cape Kennedy.

This system is for employees with initiative who want to grow, according to Hodgen. "They have an opportunity to grow not only in a work sense but also in dealing with people. With this type of management, employees have to approach one another properly--selling and proving their idea is best. Everyone must learn when to hold off or when to push points. This is a personal growth experience."

"But growth potential is offered to all of us," said Hodgen, "technicians and management alike. Managers do not give direct orders in this operation. We must learn to manage people, to relinquish control and to advise."

People get along well

As Benson sees it, "The system makes for a better working atmosphere". . .and

McKnight believes, "There's more honesty in this system and people get along better."

Benson offered that "Staley hired personnel who can get along together. That was one of the personal characteristics sought in the lengthy hiring procedure."

McKee pointed out that much effort was expended on hiring. "From more than 12,000 applicants, they selected only 200 of us."

The hiring process is responsible for gathering a highly motivated group, according to the technicians interviewed. The five-step process took up to two months to cover before one knew whether or not he or she had a job.

"Throughout each step, we were analyzed for certain characteristics. In the second part of the process, we were observed for ability to work as a group," said Loftis.

With guidance and training, technicians are learning to give constructive feedback to co-workers--a job they found difficult if not repulsive when they first opened the door to participative management. McKee says, "If done constructively, criticism has a better effect and is not personalized."

"If I see an area requiring improvement," says Benson, "I go directly to that person and try to resolve it one on one. I discuss the problem with my teammate directly and see if it can be resolved before taking it to the team resource. I have not seen anyone embarrassed or upset with criticism done in this fashion. This type of criticism is considered a positive or constructive approach to our work life rather than as a negative aspect."

"The method allows you to help a person see what is wrong by citing instances of the situation needing a change of direction or improvement rather than belittling the person," according to McKee.

"Problems are thus resolved peacefully, keeping them between individuals or at least within a team where everyone is helpful. There are no fights," says Fleming, who recalls his previous co-workers brawling over "helpful" criticism. "Proper attitude and approach make the difference."

"While being taught to give constructive criticism, we are also learning to receive it--equally important. Maturity, time and trust will be keys to opening up and working together," Scruggs believes.

"The game plan presented at orientation is being followed," says Allison. "We were told that after the plant was running, we would work on the team concept and gradually begin taking over responsibilities

and problem solving. This is not an overnight process by any means though."

Benson disagrees and says, "It's not like I envisioned the environment described in orientation." She's had to adjust her thinking somewhat.

Fleming says, "While the system is idealistic, we are hopeful. Trying to set up a management system like this and produce profitably at the same time is difficult. This is a heavy burden on the team resources and team coordinators, who carry an even larger responsibility than technicians--that of leadership in the teams.

"We have a long way to go," according to Fleming. "During orientation, we were told that we would be managed until we were self manageable. We've been working with the system less than a year and it may take several more to reach this goal, but we're making strides."

McKnight described part of the team decision-making process. "It's a consensus situation. Sometimes you have to go along no matter how painful. But it doesn't bother you that your idea is not always accepted."

Charter guides plant's philosophy

Drawing more parallels between governing systems, McKnight says, "Participative management is rooted in a charter similar to the Constitution our country's government is based on. Team meetings resemble debates on the House or Senate floors for determining a direction or procedure to be used."

"In addition, we select our leaders by means of a selection/election procedure, scrutinizing candidate's credentials in a number of areas including initiative, motivation, people skills and stress handling, naming only a few."

"We are seeing an evolution now," says Tom Gathright. "Technicians are beginning to realize the meaning of that charter. They received an orientation that explained its meaning and have had an average of a year to live in the system. Thereafter, it means more to everyone. In recent months, we have reviewed the charter. Although it takes time, we will get everyone's input giving a better understanding of and acceptance of that document. By having a hand in it, each will personalize those goals."

Gathright explained that it takes more time to bring a system like this up. "You are spending more time up front as a manager in bringing your people to a point at which they can handle more responsibility ultimately."

"We are encouraging technicians to initiate projects since they are closer to the work and can make beneficial suggestions," says Ron Scott, senior process control engineer. "They write up their concept, review it with the area engineer who can explain why or why not the project may or may not be needed."

Citing carbon furnace improvements, Scott said, "The ideas may have come from the area engineer who in turn discussed it with technicians who operate the furnace. The technicians appreciated the project. As they went through the design phase, they wanted to know how long it would take, when they could have it."

"In another type of system, employees might not know about the project until installation," Scott said. He added, "There is a tremendous advantage with their input. People in the plant know what they are responsible for daily and how that must be done and may see better ways of accomplishing it."

From a selling or training standpoint, Scott said, "If there is any training involved, employees will be more willing if they know improvements are coming. They will be asking for it to be ready."

"Our tremendous success in the beginning has been renewed with each start-up," said Scott. "We received positive feedback from corporate, which made us very proud. Everyone knows the goals. We are oriented toward production and that also gives us a sense of pride. Because we are running very lean on manpower, no one gets bored. Enough happens during a week that there is something everyone has to react to."

In an old, established facility, Scott sees some status-quo attitudes--a do-your-job environment. In the short term, he believes the plant will work more traditionally, but in the long term, he said, "We will have developed multi-talented personnel from all the cross training. As the system develops, it will support the needs that are out there."

Management's consensus is that technicians are coming forth with ideas or suggestions for improvements. . . . They are setting goals higher as they attain old ones. . . . They are working together to attain goals in both quality and quantity. . . . Production goals are being met and teams are trying to improve them for high productivity with an eye toward lowering that cost per bushel and maintaining a safe operation.

The challenge is always there to do things better. . . and at Loudon the work force is equal to that challenge.



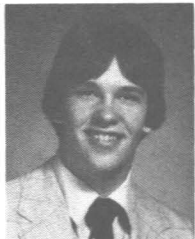
Staley employees are pictured on their jobs around the Loudon corn refining plant. Of 12,000 applicants, some 200 persons were selected to fill technician positions.



Weather cooperates -- Unlike every other American Cancer Society Bike-A-Thon in Decatur, the event held on May 5 was blessed with no rain. Staley employees and their families turned out for the six-hour ride, of which Dave Bertram, traffic manager, ethanol, was an organizer. Although final tabulations were not in, Staley employees will be among the top fund raisers.

Profile of a well-rounded student

Besides being a scholar, Lynn Woodruff has excelled in athletics and school activities. The stepson of Lou Fredericks, president of A.F.L.-C.I.O. Local Union No. 675 at Staley/Morrisville, Lynn has maintained a 3.78 grade average during his four years at Morrisville High, placing him fourth in the senior class of 120. A member of the humanities program for gifted students, he has qualified for the school's science seminar program.



Lynn Woodruff

Woodruff has earned the U. S. National Mathematics Award, is a member of the Society of Distinguished American High School Students and the National Honor Society and has been selected for inclusion in "Who's Who Among American High School Students." He is also a member of the Bucks County Intermediate Union No. 22 Science Seminar.

Among his activities, Lynn is co-editor of the sports section of the school's yearbook and served as co-captain of the Bulldogs in 1983 while excelling as a defensive tackle. He was a two-year letterman at offensive guard as an underclassman.

Plans after graduation call for Lynn to study electrical engineering and advanced mathematics at Drexel University in Philadelphia.

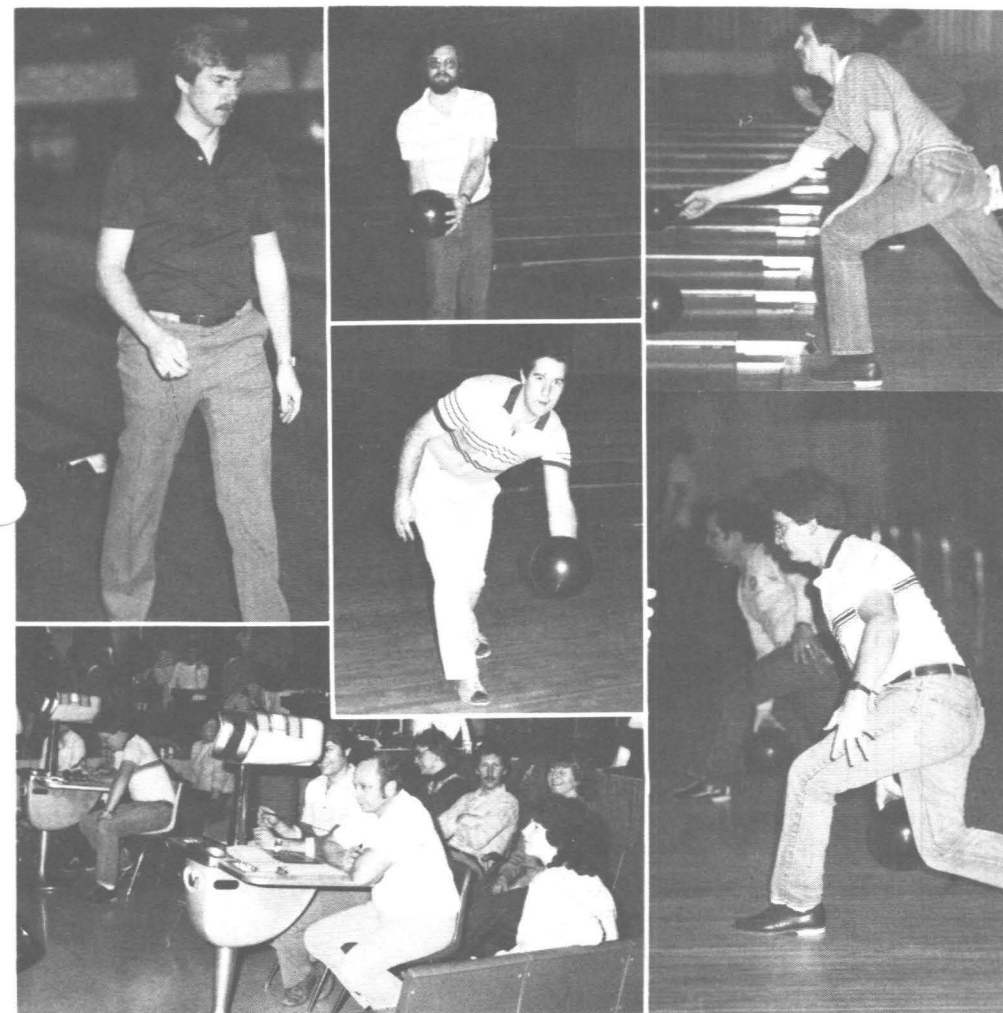
Good one at last

Although Tom Adcock has chalked up several 300 games in recent years, the one he rolled March 12, while bowling in the Distributors Scratch League, a two-man competition at the Brunswick Bowl in Decatur, is the only one he's credited with.

The son of Don, senior mechanic, millwright shop, rolled 300 after games of 234 and 212. Adcock capped off the four-game series with 245 for a 991 total. Despite the high total, it was not his best.

Tom rolled a four-game series of 1,017 in the same league the first couple of weeks into the season.

His previous "300" accomplishments were both disallowed because the lanes failed to meet sanctioned regulations. One was in Mount Zion in 1981 and the other in Peoria last year.



Repeat in the fall--Dave Anderson of the Staley/Lafayette plant, swept the men's prizes in the first Charles Ogden Memorial Tournament held this spring at Lafayette, Indiana. Of the 74 entries in the men's division, Dave claimed top handicap series, high actual series and high game. Linda Jarrard took handicap series honors, Laura Hettinger, actual series, and Donna Dexter, high game, all representing Staley/Lafayette, among the 35 entries in the women's division. Prizes totaled \$865. The tournament will be held again in October.

Puzzles their game

While some may think the plastics division of Gregg Foods/Portland is a puzzling bunch, their latest pastime confirms it. During breaks, these employees inch-by-inch artfully fit together seemingly impossible jigsaws. Thousands of tiny look-alikes finally form masterpieces of landscapes, edibles or even kaleidoscopes.

Not to be tossed back in the box for later resurrection, these colorful creations line their lunchroom walls like highly-prized trophies. One wonders how these employees maintain their "balance" during such taxing projects. . .but it's already been suggested they're a puzzling group anyway.

Receive scholarships

Richard W. Hirst has won a merit scholarship from U. S. Industrial Chemicals, and Donna Riggs has been named a James Millikin Scholar at Millikin University, where she plans to study engineering.

Hirst, a son of David, senior on-line instrument specialist, computer process control, corporate engineering, Staley/Decatur, is a senior at Stephen Decatur High and plans to pursue a degree in physics at Brigham Young University. He is a member of the National Honor Society, German Club, International Thespian Society and jazz choir. Hirst won first place in a German language competition, M.A.A. (Mathematics Association of America) test at his school and the regional T.E.A.M.S. (Test of Engineering Aptitude Mathematics and Sciences) competition.

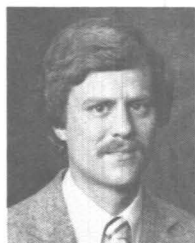
Donna, a daughter of Lee, trackmobile operator, Staley/Decatur, a senior at Mount Zion High School, is an Illinois State Scholar. She has been active in speech team events, JETS, the yearbook staff, concert choir and ECC, besides assisting with the publication of an English literary magazine.

Worth noting . . .

Mary Beth Horan made the Dean's List at East Stroudsburg University for the fall term. The daughter of Pat, dry lead operator, Staley/Morrisville, is a sophomore majoring in communications.

A regular on the prep scoring charts last winter, Adam Avery has been named to the All-Okaw Valley Conference basketball team. A student at St. Teresa High, Decatur, he is the son of Larry, senior research chemist, Staley/Decatur.

On the move around the company...



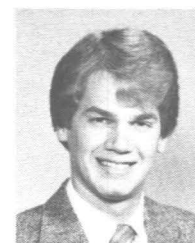
Thomas Ames



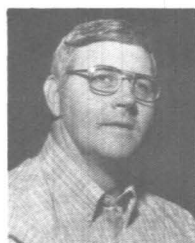
Danny Lynch



Brian Michel



Matt Petersen



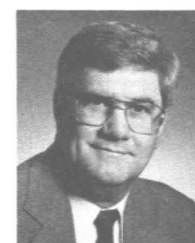
Edward Reinhart



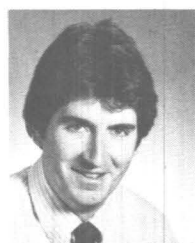
Steve Bowman



Daniel Rizzo



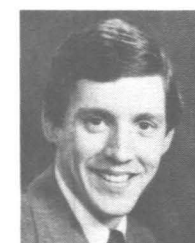
James Friesner



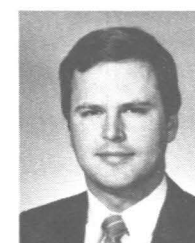
Randy Dotson



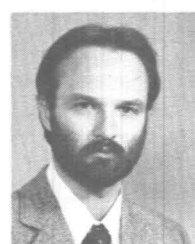
Helen Dills



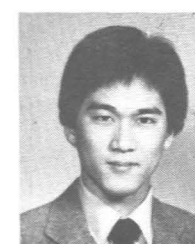
John Doxsie



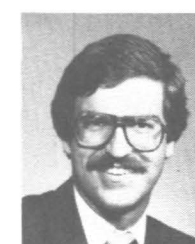
Steven Hines



Henry Elceser



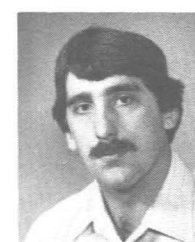
David Enrico



John Nichols



Ronald Fiala



Michael Leaders

BRIAN MICHEL, from staff development engineer, to associate development engineer, chemicals from carbohydrates, research, Decatur
MATT PETERSEN, from data process trainee, to computer programmer, information systems, finance, Decatur
DANIEL RIZZO, from systems consultant, to systems manager, information systems, finance, Decatur
DAVID STINN, from data process trainee, to computer programmer, information systems, finance, Decatur

AGRIPRODUCTS

THOMAS AMES, from merchandiser, to merchandiser III, soybean milling, Des Moines
DANNY LYNCH, from bleacher, oil recovery operator, 29 building, to production supervisor, oil refinery, Decatur
EDWARD REINHART, from elevator operator, to production supervisor, soybean milling, Fostoria

CORPORATE

SCOTT ANDRICK, from peripheral equipment operator trainee, to peripheral equipment operator, information systems, finance, Decatur
STEVE BOWMAN, from senior business systems designer, to systems manager, information systems, finance, Decatur
ROBERT CLONEY, from courier, information systems, to environmental technician I, environmental sciences and safety, finance, Decatur
RANDY DOTSON, from environmental technician, environmental sciences and safety, finance, to senior research technician, food and agriproducts, research, Decatur
HELEN DILLS, from senior technician, to technologist, food and agriproducts, research, Decatur
HENRY ELCESER, from associate development engineer to development engineer, chemicals from carbohydrates, research, Decatur
DAVID ENRICO, from staff project engineer, to associate project engineer, project engineering, Decatur
RONALD FIALA, from associate management science analyst, to senior computer programmer, information systems, finance, Decatur
JOSEPH HARTWIG, from plant messenger, to courier, information systems, finance, Decatur
JUDY KATT, from research technician, to senior technician, advanced research, Decatur
MICHAEL LEADERS, from production supervisor, Des Moines oil refinery, agriproducts, to foreman, pilot plant, chemicals from carbohydrates, research, Decatur

INDUSTRIAL PRODUCTS

WILLIAM BAKER SR., from assistant buyer, to plant transportation manager, manufacturing, Loudon
JOSEPH DOWNS, from refinery technician, to night coordinator, manufacturing, Loudon
JAMES FRIESNER, from manager of customer service, sweetener products, to manager of sweetener scheduling and customer service, administration, Decatur
JOHN DOXSIE, from manager of sweeteners, order entry and scheduling, administration, to marketing manager, corn syrup and dextrose, sweetener business unit, Decatur
ROBERT HALL, from territory manager, sweeteners, to area manager, eastern region, sweetener business unit, New Jersey
JAMES HICKS, from maintenance technician, to night coordinator, manufacturing, Loudon
STEVEN HINES, from marketing specialist I, sweeteners, to marketing specialist II, sweeteners, sweetener business unit, Decatur
JOHN NICHOLS, from marketing manager, fructose, to marketing manager, high fructose corn syrup, sweetener business unit, Decatur
JEFFREY SEE, from process technician, to night coordinator, manufacturing, Loudon
MICHAEL SMITH, from project engineer, to senior project engineer, manufacturing, Loudon

FOOD AND SPECIALTY PRODUCTS

TEENA LICHTENBERGER, from purchasing and invoice clerk, to administrative and purchasing coordinator, specialty feeds, Decatur

Staley News

The "Staley News" is published monthly for Staley employees and retirees by Corporate Public Relations, Decatur.

Manager, Employee Communications.Sue Muckensturm
Photographer.Dave Mjolsness
Typographer.Cathy Landreth

March/April celebrants total 915 years



Warren Wollrab



Rosemary Noel



Ken Swanson

45 Years

CHASE FITCH, senior analyst, 60 building, Decatur

35 Years

WOODIE DUMAS SR., shift leader, Vico Products, food and specialty products, Chicago
WARREN WOLLRAB, principal process engineer, corporate engineering and purchasing, Decatur

25 Years

ROSEMARY NOEL, secretary to the executive vice president, industrial products, Decatur
KENNETH SWANSON, territory manager, starch, starch business unit, industrial products, Texas

20 Years

DOREN BALDWIN, operator, Gunther Products, food and specialty products, Galesburg
JUDITH BARNER, employment specialist, industrial relations, corporate administration, Decatur
ROBERT CARPENTER, boiler leadman, manufacturing, industrial products, Houlton
JUDY CREEK, order editing clerk, protein, food and specialty products, Decatur
JOHN GORHAM, foreman, Gunther Products, food and specialty products, Galesburg
GENE GRIFFITH, manager of manufacturing, chemicals from carbohydrates, industrial products, Decatur

15 Years

JERRY COLLINS, supervisor, milling, corn milling, manufacturing, industrial products, Decatur
VERNON CRIPE, process control operator, waste treatment, manufacturing, industrial products, Sagamore
RICHARD CRUM, production supervisor, soy protein, food and specialty products, Decatur
SHIRLEY ELMORE, grain merchandising clerk, control, agriproducts, Decatur
FRANK ERVIN, group leader, industrial products, Chicago warehouse
ROBERT HACKERT JR., cleaner, 52 building, Decatur
MICHAEL HALE, senior mechanic, sheet metal shop, 77 building, Decatur
RALPH HECKWINE, senior mechanic, sheet metal shop, 77 building, Decatur
JOHN HIGH, commodity handler, manufacturing, industrial products, Sagamore
DONALD HOBBS, stores coordinator, 80 building, Decatur
RONALD JAY, flash dryers--turbo operator, manufacturing, industrial products, Houlton
JON LOVELACE, western sales manager, specialty feeds, food and specialty products, Colorado
KENNETH PETIAUX, process drying operator, 9 building, Decatur
RUDY SCOTT, ion exchange operator, 10 building, Decatur
LESTER TARLTON, motor services specialist, refined oil, agriproducts, Philadelphia warehouse
CHARLES TATMAN, starch modifier, manufacturing, industrial products, Sagamore
LINDA TROGOLO, senior purchasing clerk, purchasing, corporate engineering and purchasing, Decatur
LESTER WILLIAMS, A maintenance, soybean milling, agriproducts, Champaign
DARRELL WILSON, chief operator, refinery, manufacturing, industrial products, Sagamore
WILLIAM WINTER JR., deodorizer operator, 29 building, Decatur

10 Years

DAVID BEALS, utility technician, corporate research, Decatur
WILLIAM BISHOP, service laborer, 20 building, Decatur
WILLIAM BREWER, personnel assistant, manufacturing, industrial products, Morrisville

DAVID BUCKLEY, operator, 6 building, Decatur
JODY BYERS, secretary to the director of project engineering, corporate engineering and purchasing, Decatur
JAMES COLLINS, conveyor unit operator, 20 building, Decatur
JOHN ELLISON, utility operator, 16 building, Decatur
WILLIAM EVANS, president, Staley Commodities International, agriproducts, Chicago
JERRY FRAZIER, process supporter, 5 building, Decatur
STEVEN GARNER, cleaner, 44 building, Decatur
GALE GLASCO JR., process operator, 12 building, Decatur
JOSEPH GROSS, maintenance mechanic A, manufacturing, industrial products, Morrisville
RICHARD HALL, process supporter, 99 building, Decatur
DEBORAH HLAVNA, merchandiser, soybean milling, agriproducts, Champaign
DANNY HUNT, assistant fireman A, 1 building, Decatur
ROGER LAYETTE, maintenance technician, engineering, maintenance, manufacturing, industrial products, Decatur
ROGER LESTER, project supervisor, corporate engineering and purchasing, Argentina
KENNETH LONG, flash dryer and grind operator, 12 building, Decatur
MICHAEL OLDHAM, training analyst, 99 building, Decatur
DENNIS STORM, packer and loader operator, 17 building, Decatur
ALICE VALENTINE, assistant microbiologist, technical, manufacturing, industrial products, Decatur
MICHAEL WATTS, sample carrier, 60 building, Decatur

5 Years

CINDY BRUCE, clerk-typist, purchasing, corporate engineering and purchasing, Decatur
SONJA CIAMPANELLI, plant laborer, manufacturing, industrial products, Sagamore
VICKIE CORCORAN, vacation relief, steep house, manufacturing, industrial products, Sagamore
ELAINE DECKER, laboratory analyst, manufacturing, industrial products, Sagamore
DAVID DOWDLE, expeller and flaking operator, 11 building, Decatur
BYRON GRANT, laborer, 99 building, Decatur
GEORGE GUIDAS, locomotive operator, soybean milling, agriproducts, Champaign
WILLIAM HICKCOX, laborer, soybean milling, agriproducts, Des Moines
WILLIAM HICKMAN, laborer, 44 building, Decatur
DAVID JEWELL, utility technician, manufacturing, industrial products, Lafayette/South
RONALD KENNEDY, refinery technician, manufacturing, industrial products, Lafayette/South
KATHLEEN KRETZMEIER, plant office clerk, manufacturing, industrial products, Lafayette/South
STEVEN KRUEGER, laborer, 118 building, Decatur
JERRY LEWELLEN, utility technician, manufacturing, industrial products, Lafayette/South
BENNIE LUNDERVOLD, senior maintenance mechanic, manufacturing, Gregg Foods, food and specialty products, Portland
JOHN MCDONALD JR., utility technician, manufacturing, industrial products, Lafayette/South
BRUCE OUTLAW, laborer, 29 building, Decatur
BRUCE RAAK, manager of personnel administration, industrial relations, corporate administration, Decatur
CINDY SCHAAL, laborer, 118 building, Decatur
STEVEN SHEPHERD, laborer, 99 building, Decatur
GARY STERN, laborer, 44 building, Decatur
JOSEPH WAGNER, laborer and weigher, soybean milling, agriproducts, Champaign
AUDREY WALTON, general office

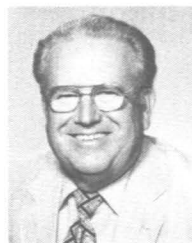
Joining the leisure life



Billie Fetrow

Effective February 1, 1984

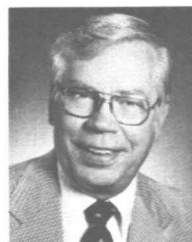
BILLIE FETROW, production supervisor, soybean milling, agriproducts, Decatur



Herschel Dowdell



William Foran



Robert Pence



Ernest Willette

Effective March 1, 1984

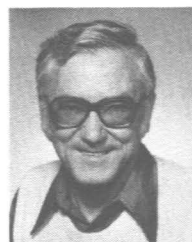
LUTHER CHILDRESS, lead operator, 6 building, Decatur
DOROTHY COLLINS, supervisor of price application and service, administration, industrial products, Decatur
HERSCHEL DOWDELL, power system operator, 2 building, Decatur
WILLIAM FORAN, reactor operator, 118 building, Decatur
ROBERT LYNCH, pod operator, 29 building, Decatur
JOHN KENNEDY, painter, soybean milling, agriproducts, Champaign
HORACE KEPLER, senior mechanic, 5 and 10 building, Decatur
HUGH MCMULLEN, quality assurance chemist, corn milling, manufacturing, industrial products, Decatur
ROBERT PENCE, manager of sales promotions, corporate relations, Decatur
ERNEST WILLETTE, drum dryer leadman, manufacturing, industrial products, Houlton

clerk, Gregg Foods, food and specialty products, Portland
GISELA WHITE, invoice clerk, Gregg Foods, food and specialty products, Portland

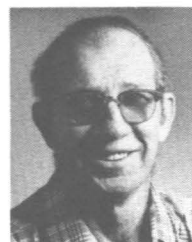


A. E. Staley Mfg. Co.
2200 E. Eldorado St.
Decatur, IL. 62521

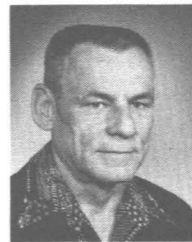
Address Correction Requested



Donald Camp



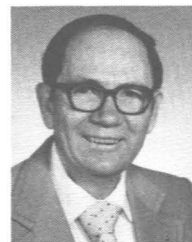
Raymond Miller



Alvie Paine



Elmer Randall



James Spaulding



John Tipsword

Effective April 1, 1984

MARION BAILEY, ion exchange operator, 5 building, Decatur
CHARLES BRADLEY, senior mechanic, rebuilding shop, 77 building, Decatur
DONALD CAMP, senior mechanic, rebuilding shop, 77 building, Decatur
ROBERT CRAIG, rigger leadman, starch drying and grinding, 12 and 26 buildings, Decatur
VINCENT DURBIN, rigger leadman, 77 building, Decatur
GEORGE FORT, helper, 101 building, Decatur
EDGAR HALE, lubrication and oil serviceman, rebuilding shop, 77 building, Decatur
RICHARD HECTOR, evaporator operator, 5 and 10 buildings, Decatur
JACK KUNZEMAN, heavy equipment operator, facilities, 77 building, Decatur
FLOYD MADDOX, lubrication serviceman, utilities, 54 building, Decatur
FRED MARTINA, senior mechanic, facilities, 77 building, Decatur
RAYMOND MILLER, bag marking operator, 20 building, Decatur
WILLIAM MUNDWILER, process operator I, 5 and 10 buildings, Decatur
ALVIE PAINE, crane operator, facilities, 77 building, Decatur
CLARENCE PARKS, painter and roofer, 5 and 10 buildings, Decatur
ELMER RANDALL, senior mechanic, rebuilding shop, 77 building, Decatur
DANIEL ROBINSON, rigger leadman, facilities, 77 building, Decatur
CHARLES SILKWOOD, senior mechanic, starch drying and grinding, 12 and 26 buildings, Decatur
MARVIN SORRELL, senior mechanic, utilities, 54 building, Decatur
JAMES SPAULDING, senior mechanic, rebuilding shop, 77 building, Decatur
JOHN TIPSWORD, senior mechanic, facilities, 77 building, Decatur

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