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DEXTRROSE STORAGE FACILITY PROGRESSING—Steelwork has been erected for a dextrose bulk storage facility on the north side of 44 Building that will enable faster, more efficient loading of hopper railcars and truck trucks. The structure will house three large holding tanks for dextrose waiting for shipment in bulk quantities.

A. E. Staley Manufacturing Co.

Decatur, Ill.

Staley NEWS

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Decatur, Illinois

Oct.—Nov., 1968

Strong Fourth Quarter Produces Dramatic Earnings Turnaround

Exceptionally strong fourth quarter demand for virtually all of our products, coupled with improved prices for some of our major ones, produced a dramatic turnaround in the Company's earnings performance.

Fourth quarter net earnings reached \$3,633,000 and brought fiscal 1968 earnings to \$6,571,000. Fourth quarter earnings alone accounted for more than half the entire year's total, topping the previous three quarters income by some \$695,000.

The fourth quarter ended Sept. 30 was marked by a strong sales volume of \$80,659,000, boosting sales for the year to a record \$280,370,000.

Fiscal 1968 net earnings of \$6,571,000, or \$2.50 per share, com-

pares with earnings of \$6,804,000, or \$2.52 a share, for the previous year.

Prior-year figures were restated to reflect a pooling of interest with Wagner Industries of Cicero, Ill., and Newark Leather Finish Co., of Kearny, N. J., which was recently combined with the UBS Chemical Division to form the Staley Chemical Division. The restated figures also include the consolidation of certain international subsidiaries.

The record sales of \$280,370,000 for the fiscal year just ended compares with sales of \$274,254,000 in fiscal 1967. Fourth quarter sales of \$80,659,000 were more than \$14,000,000 higher than the same period a year ago.

Chairman A. E. Staley, Jr., attributed the strong fourth quarter earnings' rebound to record production and somewhat improved margins in bulk corn starches and sweeteners, as well as soybean milling. Prices for these products had been depressed during the first three quarters of the year.

Mr. Staley indicated that the more satisfactory margins for corn derivatives were expected to continue and volume should remain strong on the basis of increased demand in foods, papers, textiles and other industrial applications.

He said the outlook was less optimistic in soybean milling, where strikes in the industry had an artificial impact on margins during the fourth quarter.

"A continuing problem is the effect of the present level of Government price supports on soybeans; too high a level of support has a detrimental effect on the consumption of soybean products here and abroad," he said.

On balance, Mr. Staley indicated that the results of the Company as a whole should continue in an upward trend for fiscal 1969.

Pacing the record sales performance for the year were the solid gains recorded by Industrial Sales, Consumer Products, the Staley Chemical Division and the International Division. Included in the consumer products advance was a good gain by Wagner Industries.

'Team' Methods Change Program

Ten Teams Honored for Topping Goals

Eighty-one Staley employees, members of teams surpassing year-long goals in Manufacturing's cost-reduction program through methods change, were honored Oct. 25 at the second annual "TEAM" Awards Dinner.

Receiving the congratulations of top management for "a job well done" were members of ten teams, five from the Syrup Refinery Section, four from the Dry Starch Section and one from the Utilities Section.

In a letter to team members, accompanying the share of Staley Common Stock awarded to each, President Donald E. Nordlund said "I want to congratulate you as a member of a TEAM that has exceeded its goal in fiscal 1968. This is the most important accomplishment.

"You were participating in an experimental program to determine whether this concept for creating methods change could work on a large scale. Your enthusiasm for the program and the part you played in making it a real success are greatly appreciated."

As a practical matter, the margin of difference between the most profitable business firms and those that are less successful is usually the leadership and initiative of their people, he added.

"The most outstanding companies will consistently produce products at lower costs and better quality than their competitors, through the well-directed efforts of their employees.

"The time and effort spent by your TEAM are a direct investment in both your future and our Company's future. Again, congrat-

ulations on a job well done," Mr. Nordlund said.

At the dinner, Vice President Roy L. Rollins told the teams that as the largest division in the Company, Manufacturing is the biggest example setter.

He cited the division's production performance: "In the last 10 years, the daily corn grind record has been broken 49 times, the daily soybean grind record 16 times.

"Cost-cutting has been and always will be a way of life in the Manufacturing Division. Operations must continually be re-examined to eliminate all forms of waste and unnecessary expense, as you are doing in the TEAM program," Rollins said.

"You have not only lived up to expectations in this program, you have exceeded them. Congratulations on another great performance."

In addition, Manufacturing Vice President Nat Kessler and Plant Superintendent Bob Schwandt extended their congratulations to the team members and presented the awards.

In all, the 36 teams participating in the TEAM cost-reduction program, accounted for savings of several hundred thousand dollars in fiscal 1968 through the discovery and implementation of better ways to perform operations throughout the plant.



TEAMS COMMENDED—Vice President Roy L. Rollins commends team members for fine performance in surpassing goals in "TEAM" program for reducing costs through methods change. Also at head table, from left, are Vice President Nat Kessler, Larry McLaughlin, Industrial Engineering, who emceed the awards program and Plant Superintendent Bob Schwandt.

Second Round Flu Shots Slated

The second round of inoculations in the Company-sponsored flu prevention program for employees will be administered December 9 through 13.

Schedules showing times and places to receive the shots will be posted on all bulletin boards in the near future.

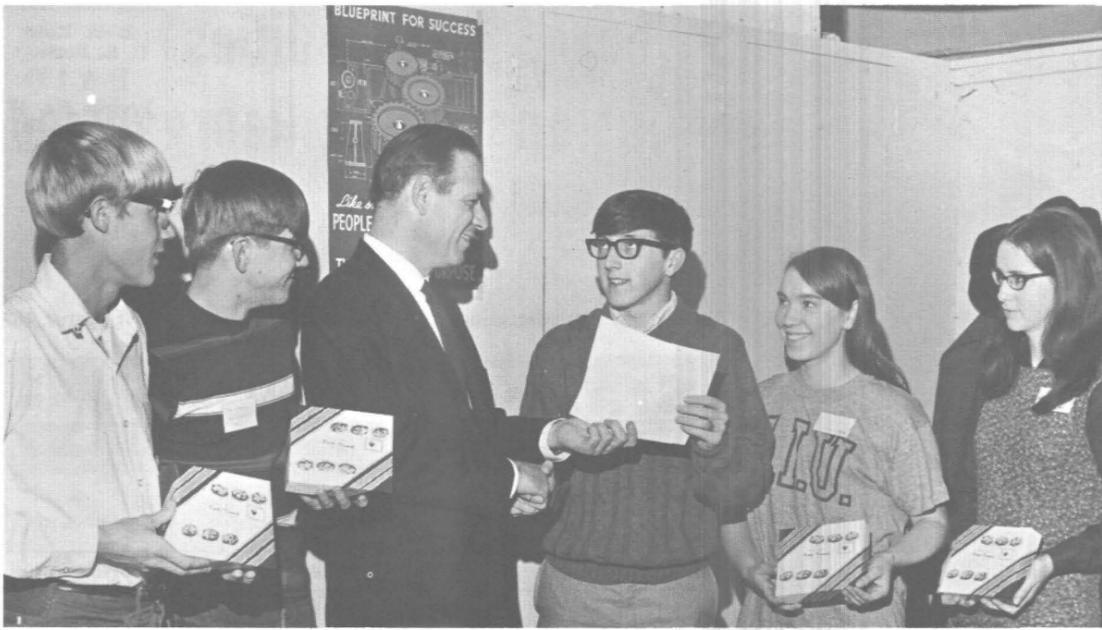
The inoculations offer protection against the most common influenza viruses, according to Dr. E. E. Goldberg, Staley medical director.

More than 800 employees received inoculations in the first round of flu shots given in October.

Dividend Declared

The Staley Board of Directors declared a regular quarterly dividend of 35 cents a share on common stock at its meeting here November 12.

Payments were made Dec. 6 to stockholders of record Nov. 25.



JA CHARTER PRESENTED—Manufacturing Vice President Nat Kessler, a member of the Junior Achievement Board of Directors, presents Staley JA charter to Vaughn Whiteman, student president of the group. Other JA firm officers are, left to right, Jeff Sawyer, Ron Meadows, Roberta Austin and Sharon Oxendale.

Staley JA Group Off to Fast Start

For the 12th consecutive year, the Staley Company is sponsoring a group of high school students in the Junior Achievement program, designed to help youths understand the workings of the American system of free enterprise.

They gain this understanding through Junior Achievement, a nationwide program, by actively participating in the development and management of their own miniature company.

This year's student firm is called "STA-No. 1," reflecting the name of their sponsoring company and their objective for the year—to be the top company in the Decatur Junior Achievement program.

The Staley JA group has decided to produce and sell two products this year—pecan brittle candy and an attachment for trunk auto lids to hold them secure when transporting loads larger than the trunks can accommodate. Production is under way and the students have gotten off to a good start selling their products.

Staley also supports the JA program each year by providing interested employees to act as advisers. This year's group of advisers include Ray Harper and Bill Owens, both in Accounting; Bill McFadden, Chemical Engineering; Harry Duncan, Industrial Relations; and Tom Fox, Grocery Products.

The Company has sponsored a JA group every year since its inception here, and was instrumental in getting the program organized in Decatur.



ASSEMBLY LINE—Employee adviser Harry Duncan supervises assembly line making auto truck lid attachments for oversized loads, one of two products being sold by the JA group.



CANDY PRODUCTION—Employee adviser Bill McFadden supervises student members of Staley JA group as they package pecan brittle candy for sale in the community. Composed of students from high schools throughout the city, the Staley firm meets once a week to coordinate its activities and manufacture its products.

Twenty-Two Employees In Recent Promotions

A group of 22 employees have been promoted to new responsibilities in the plant, office, sales and research areas in recent weeks.

George R. Beck has moved up to territory manager in the Grocery Products Division. He will have sales supervisory responsibilities for the Cleveland area after having been a consumer products salesman in that territory since joining the Company in 1957.

Roland W. Best has been promoted to senior applications chemist in Applications Research. He had been an applications chemist for the past several years, after joining Staley as a development chemist in 1961.

William A. Bomball has moved up to associate research chemist in Special Products Development. He had been a research technician in Chemical Research for the past six years. He joined the Company in 1960 as a junior research technician.

Fred L. Clark has been promoted to industrial engineer in the Industrial Engineering Department. He had been a junior industrial engineer for the past year.

Lester P. Hayes has been promoted to senior applications chemist in Applications Research. He had been an applications chemist for the past five years. Prior to that, he was a research chemist in Chemical Research. A 23-year veteran at Staley, he has held research positions since joining the Company.

Myung C. Kim has been promoted from design engineer to project engineer in the Engineering and Maintenance Department. He had been a design engineer since 1965. He joined Staley in 1961 as an engineering draftsman in the Electrical and Mechanical Section.

Charles W. Moran has moved up to Grocery Products territory manager in the Kansas City District, where he will have sales supervisory responsibilities. He had been a consumer products salesman since joining Staley in 1959.

James F. Simmering has been promoted to systems analyst-programmer in the Systems Division. He had been a senior programmer in the division for the past year. He joined the Company in 1966 as a programmer.

George E. Smith, Jr., has been promoted to senior industrial sales representative. He had been an industrial sales representative, working out of the Los Angeles District office since joining Staley in 1966.

W. Wayne Stewart has moved up to analytical chemist in the Chemical Research Department. He had been an assistant analytical chemist since 1960. Prior to that, he was an assistant chemist in Development Engineering. He joined Staley in 1926, starting in the Control Lab.

Wilbur G. Ware has moved to Chicago territory manager in the Grocery Products Division. He had been territory manager and a retail salesman in the Cleveland area for the past seven years. He joined the Company as a retail consumer products salesman in 1959.

Richard H. Williams has been promoted to project leader in the Systems Division. He had been a systems analyst-programmer in the division for the past year. He joined the Company as a systems analyst in 1966.

Other Promotions:

Mary L. Buis, from stenographer, Financial, to clerk-stenographer, Grocery Products

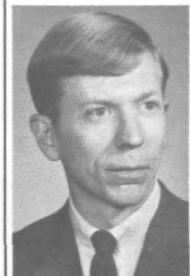
Mary M. Denzler, from Transportation Department secretary to secretary to director, Transportation



Beck



Best



Bomball



Clark



Kim



Moran



Simmering



Smith



Stewart



Ware



Williams

Jacque DeVore, from department secretary, Technical Service, to secretary to vice president, Industrial Sales

Marlene Hicks, from junior advertising clerk to senior advertising clerk, Grocery Products

Corinne Holder, from filing and statement clerk to credit and statement clerk, Credit Department

Pamela S. Katchmar, from clerk-stenographer, Grocery Products, to department secretary, Transportation

Shirley A. Markwell, from senior stenographer, Financial, to department secretary, Technical Service

Charles E. Phegley, from clerk, Safety, to chief clerk, Oil Refinery

Danny R. Rutherford, from junior technician, to research technician, Chemical Research

David E. Vail, from assistant analytical chemist, Chemical Research, to salesman, Grocery Products-Cleveland



PRESIDENTIAL CONGRATULATIONS—President Donald E. Nordlund presented certificates to William Watterson, left, and Donald Weaver in recognition of their having completed year-long systems course.

Watterson, Weaver Receive Certificates

Year-Long Systems Course Completed

William W. Watterson and Donald L. Weaver are the third and fourth employees to complete a Company-sponsored, year-long systems course.

The course is designed to give newer Corporate Information Systems Division people and other employees in key areas of the Company a basic knowledge of the all systems function.

President Donald E. Nordlund presented certificates of completion to Watterson and Weaver during a brief recognition ceremony Nov. 15. Watterson is a programmer in the Administrative Systems Department and Weaver is project leader and supervisor of the Computer Program Maintenance Section.

They join Wesley Pietsch and Tom Pritts as the first graduates of the

extension course. Pietsch and Pritts completed the course early this year.

H. Lee Crouse, Corporate Information Systems Manager, said openings for enrollment in the course are currently available, not only to employees in the Systems Division, but also to people in other divisions of the Company.

Interested employees should contact Crouse to discuss enrollment. He said the course involves from 12 to 16 hours of off-the-job study per week, including preparation of weekly work assignments.

The weeks of Christmas and Thanksgiving are the only two in which participants do not receive work assignments during the entire year. New courses start every three months.

The assignments and periodic closed-book tests are administered by the Research Institute of America, the only organization in the country offering a professional systems course on an extension basis. The tests are monitored by Crouse, who reviews the results with participants and is available to advise them on problems and where improvement may be needed.

Sixteen employees are currently enrolled in the course, and are in various stages of completing it depending on when they enrolled.



Murphy

Huffman

Sheehy

March Good Month To Hire Secretaries Back in 1920's

Back in the 1920's, March appears to have been an unusually good month to hire top-notch secretaries.

Consider the evidence:

Doris M. Murphy, secretary to Vice Chairman E. K. Scheiter for 44 years, was hired in March, 1923.

Martha A. Huffman, the first woman to hold a permanent job in Traffic organization, came to Staley in March, 1926.

Kathryn M. Sheehy, holder of several top secretarial posts, was hired in March, 1928.

The trio of ladies, all with 40 or more years service, concluded their Staley careers recently.

Doris Murphy was an executive secretary throughout her 45-year career, all but one year as secretary to Mr. Scheiter during his rise from head of sales to president and vice chairman of the board. She recently left on a five-week trip to the Orient and intends to travel to Europe next year as part of her retirement plans.

Martha Huffman's entire career was devoted to the Traffic Department, now the Transportation Division, where she was secretary to the department or division head for the greater part of her 42-year employment. She plans to pursue her hobbies of knitting and sewing.

Kathryn Sheehy held various executive secretarial posts and, for the

past seven years, had been office supervisor and secretary in Research Staff and Services, during her 40-year career. In retirement, she will remain active in serving voluntarily in various charitable organizations.

Employees Set Staley United Fund Record

Employee gifts and pledges in the Staley United Fund drive, which ended Nov. 12, produced a new record total of some \$63,250.

The previous record was last year's campaign total of \$62,816.

"Staley employees have once again demonstrated the kind of generosity for which they have been known in previous United Fund drives and other civic endeavors," said Harold Ellsworth, general chairman of the employees campaign, in announcing the final results.

"While we fell short of our \$65,000 goal, the campaign was successful in that it was the largest amount ever contributed to the United Fund by Staley employees.

"As such, it stands as one of the top contributions in this year's Decatur and Macon County campaign, and continues the Staley tradition of leadership in United

Fund drives since their inception here," Ellsworth said.

This year, more than 15 percent of the money contributed to the entire United Fund drive after the first four weeks came from the Staley Company and employees.

"This is outstanding support, a record all employees can be proud of. I am sure the citizens of the community recognize and appreciate this generosity," Ellsworth said. He added, "These results would

Soybean, Commodities Functions Being Reorganized

A plan for reorganizing the Company's soybean and commodities functions into an integrated profit center operation is now in the process of being activated.

Jointly announced by Chairman A. E. Staley, Jr., and President Donald E. Nordlund, the far-reaching reorganizational plan was approved by the Staley Board of Directors Nov. 12.

Directing the new Commodities-Soybean Processing operations will be James W. Moore, vice president.

The new organization will include a manufacturing unit and an administrative group composed of control, product distribution and systems staffs, in addition to the marketing units for refined oils, soybean meal, crude oil, corn feeds and specialty feeds.

Manufacturing groups involved include the soybean preparation and extraction plants, Elevators B, C and D, the Oil Refinery and the soy flour and "Sweetone" production units.

At present, the new organization will draw on existing services for research and other functions, such as purchasing, engineering, communications and industrial relations.

In announcing the plan, Mr. Staley and Mr. Nordlund said the transition period for the far-reaching reorganization will cover a minimum of several months and take a great deal of dedicated effort by employees in many areas of Company operation.

"Management is convinced that we have the caliber of employee to accomplish complicated tasks such as this represents. In fact, that conviction is one of the bases upon which the plan was endorsed.

"Further, we hope that you will interpret this move, as well as others which may follow, as the emergence of new opportunities within the Company. The new type of organization typically imposes greater individual responsibilities, but it also offers increased opportunities for individual satisfaction and growth," Mr. Staley and Mr. Nordlund said.

New Special Products Development Group Formed in Staley Research

Organization and staffing of a new Special Products Development Department in Staley Research was completed, effective Nov. 1, James A. Bralley, vice president, Research and Development, announced.

Robert M. Powers has been named to direct the department, which employs a new concept aimed at accelerating the discovery and development of products to meet new specialty needs.

The basic organization consists of four groups. They are Product Development, Textile Products, Special Projects, and Commercial Services.

The Polymer Development Group, headed by Donald L. Johnson, will concentrate on new markets for polymer specialties, specifically "Polidenes" for paper products, working closely with the Company's chemical and paper industry marketing organizations.

The Textile Chemical Specialties Group, under the direction of Edward H. Grosse, will specialize in new products from natural polymers, as well as synthetic derivatives, for use in the textile industry. This group will work with both chemical and industrial sales groups.

Charles S. Nevin will head the

Special Projects Group, which will carry out bench-level research, pilot and manufacturing scale engineering, initially emphasizing industrial products from new hybrid varieties of corn.

Commercial Services, managed by George A. Summerhill and Donald L. Winter, will concentrate on the identification of specific new product needs, working with other groups in the new department on product development, and then coordinating sales development and introductory activity through the appropriate Company marketing organizations.

The Special Products Development Department is based on the vertical organization principle, which is gaining increased use among many leading companies as a means of shortening the time from product conception to actual marketing of the product.

Within its defined areas, the new department will have complete responsibility from bench-concept appraisals through market and product development, pilot, semi-works and process engineering to product introduction and up to full-scale marketing and manufacturing.

Staley Chemical Manufacturing Manager Named

David Golante has been named manufacturing manager of Staley Chemical, recently-organized division of the Staley Company.

He had been a project engineer with the UBS Chemical Division, which was recently merged with the Newark Leather Finish Co., acquired by Staley last January, to form the new chemicals division.

In his new post, Golante will direct the manufacturing operations at the principal Staley Chemical plant in Kearny, N. J., as well as chemical plants in Lemont, Ill.; Marlboro, Mass.; and Ajax, Ontario.

Prior to joining Staley in 1967, Golante had been associated with the Morningstar Division of International Latex and Chemical Corp.

A native of Murraysburg, South Africa, Golante received his B. S. degree in chemical engineering from the University of Witwatersrand in Johannesburg, South Africa, in 1950 and a M. S. degree in chemical engineering from Rensselaer Polytechnic Institute in 1952.

100% Participation Honor Roll

Corn Oil House
Extra Board
101 Building
17 Building-Bulk Syrup
Oil Refinery
12 & 26 Buildings
Feed Packing House
111 Building-Inositol
Elevator A
Sewing Room

Executive Division
Facilities Planning
Legal Division
Crude Oil Department
Market Development
International Division
Public Relations Div.
Grain Division
Feed Marketing Div.
Auditing Department

Banner Group of 83 Employees Reach Service Marks in September, October

A banner group of 83 employees marked service anniversaries, ranging from 10 to 45 years, during September and October. Twenty-seven more employees reached five-year service marks in the same period. (See listing elsewhere in this issue.)

The group of 83 employees account for 1,660 years service at Staley.

Heading the anniversary celebrants are three 45-year veterans. They are Archie N. Beals, assistant foreman in the Sheetmetal Shop, who marked his 45th year with the Company Sept. 20; Dwight J. James, Pipe Shop foreman, who reached the 45-year mark on Oct. 3; and Paul J. Peters, line machine man in 17 Building, who joined the coveted 45-year group Oct. 19.

Other employees marking service in September and October included:

35 Years

- William H. Bourne, Oil Refinery, Sept. 25
- Carl K. Bronson, Instrument & Control Shop, Sept. 22
- Howard C. Brumley, Engine Room, Sept. 22
- Cager C. Carter, Control Lab, Oct. 22
- Carson C. Jackson, 101 Bldg., Sept. 22
- Robert G. Slaw, 17 Bldg., Sept. 7
- Walter Tilinski, Control Lab, Sept. 22

30 Years

- William J. Maginn, Industrial Sales, Sept. 19

25 Years

- Virginia L. Brumaster, Financial, Oct. 4
- Oren O. Campbell, Syrup Refinery, Oct. 26
- Ralph P. Clark, Garage, Sept. 14
- Lawrence E. Dial, 48 Bldg., Sept. 10
- Glenn B. Elder, Plant Protection, Oct. 26
- William C. Frew, Grocery Products, Oct. 11
- James W. Smith, Lubrication Shop, Sept. 4

20 Years

- Ernest E. Allen, Chemical Engineering, Oct. 1
- Eugene Chapple, Syrup Refinery, Sept. 7
- Melvin L. Chapple, 16 Bldg., Sept. 17
- Dorothy E. Collins, Materials Control, Oct. 16
- Leroy A. Dean, Pipe Shop, Sept. 28
- Edward B. Ellis, Pilot Plant, Sept. 29
- Delmar D. Foster, Painters & Roofers, Oct. 6
- James A. Hayes, Dextrose Plant, Sept. 8
- E. Walley Holden, Tax Dept., Sept. 9
- George W. Jewell, Plant Protection, Sept. 27
- Henry D. Johnson, 17 Bldg., Sept. 29
- Richard L. Karl, Yard Dept., Sept. 30
- Norman A. Kocher, Materials Control, Oct. 18
- Carl J. Koslofski, Yard Dept., Sept. 29
- John B. Long, 20 Bldg., Oct. 7
- Dale E. Matthews, Reclamation, Oct. 5
- Roger J. Mauterer, Process Engineering & Quality Control, Oct. 26
- James B. Mullinax, 17 Bldg., Sept. 8
- Robert E. Nihiser, Reclamation, Sept. 28
- William M. Osborn, Machine Shop, Sept. 9
- James D. Peterson, Pipe Shop, Sept. 29



Beals James Peters



Bourne Bronson Brumley Carter



Jackson Tilinski Maginn Brumaster



Campbell Clark Dial Elder



Frew Smith

- M. Eugene Pound, Syrup Refinery, Sept. 8
- A. W. Turner, Chemical Research, Sept. 20
- P. H. Urben, Grocery Products, Oct. 6
- Dean E. Webb, 101 Bldg., Sept. 27
- James D. Wetherholt, Yard Dept., Sept. 8
- Clarence S. Williams, Jr., Yard Dept., Sept. 27
- Howard J. Williams, Grocery Products, Sept. 1
- John K. Yokley, Yard Dept., Sept. 29

15 Years

- Vincent E. Albert, Pipe Shop, Sept. 1
- James T. Babcock, Control Lab, Sept. 21
- Vivian J. Belcher, Materials Control, Sept. 8
- Alfred E. Born, Mill House, Sept. 24
- Wayne A. Cox, Millwrights, Sept. 1
- Eleanor P. Dazey, Extra Board Office, Sept. 16
- Ronald E. Devore, Yard Dept., Sept. 18
- Jimmy L. English, Pilot Plant, Sept. 23
- Jerry A. Finch, Yard Dept., Oct. 14
- Lawrence A. Flaughter, Pilot Plant, Sept. 10
- James C. Glazebrook, 17 Bldg., Sept. 21
- Charles A. Hall, Pipe Shop, Oct. 16
- Lester A. Havener, Elevator C, Sept. 28
- Thomas L. Hurst, Chemical Research, Oct. 12
- Donald A. Johnson, Chemical Engineering, Sept. 21
- Dale J. King, Inositol Plant, Sept. 17
- Billy G. Letner, Maintenance, Sept. 2



James McCullough, 16 Bldg., Sept. 29

- Henry C. Massey, Control Lab, Sept. 7
- Richard D. Minks, Elevator C, Sept. 29
- Warren N. Moore, Data Processing, Sept. 1
- Alvin C. Morris, Yard Dept., Sept. 21
- Virgil A. Rambo, Power House, Sept. 1
- Edward K. Stratton, Jr., Syrup Refinery, Sept. 9
- Earl D. Strohl, Garage, Sept. 23
- Jack M. Wilcox, Electric Shop, Sept. 8
- Stuart A. Wolken, Wet Milling Section, Sept. 3

10 Years

- Ada D. Burchard, First Aid, Sept. 8
- Evelyn F. Keller, Office Services, Oct. 14
- Mary J. Lain, Industrial Marketing, Oct. 22
- Louise W. McCollister, Industrial Sales, Sept. 1
- Kenneth B. Moser, Chemical Research, Sept. 2
- Mary E. Raley, Control Div., Sept. 23
- Han Tai, Chemical Research, Sept. 3
- Richard L. Vail, Industrial Engineering, Sept. 29
- Edgar J. Van Allsburg, Industrial Sales, Oct. 1.

Kessler Views Necessity Of Innovation To Stay Ahead of Rapid Changes

Tomorrow is the clay in your hands today. Tomorrow won't just happen. We, as individuals and as a group will shape it.

The action each of us takes to help resolve the problems and meet the opportunities of today will, in some measure, determine the future—for the Staley Company and for each of us.

This is a capsulized version of an address by Manufacturing Vice President Nat Kessler at the October meeting of the Staley Technical Society as he viewed the necessity of innovation at Staley today to meet the sweeping changes that will characterize tomorrow's faster-moving world.

He looked at what will be needed tomorrow by reflecting on the achievements of yesterday at Staley and where we stand today.

One example: The daily production capacity the pioneers of our Company were getting in 1915—considered an achievement—was less than what our plant today turns out in one hour.

Kessler noted that we are still using many of the same processes for our basic corn milling operations that we did 50 years ago. The difference has been the development of new machinery that performs more efficiently, produces higher yields, loses less product to the sewer and into the air, and achieves better control of quality to meet the demands of new products.

"Our technology has developed tremendously, and our plant is well advanced compared to all of our competitors, but tomorrow the world will demand more and yesterday's growth patterns will no longer be good enough," he said.

Taking Stock

We are of necessity taking stock to decide some important questions about the future, questions as basic as: What business are we really in?

"Are we in the corn and soybean processing business, with our sights limited to what can be made from those raw materials? This might have been a fair description of us once, but it is not true today and is out of the question tomorrow," Kessler said.

In addition to our widely-diversified consumer products and feed products lines, he said, "we have other markets—enormous industrial and food markets—where we cannot afford to be limited to one set of raw materials.

"We are not in the corn starch business, or potato starch, or syrup, or even in polymers business. We are in the paper ingredients

Service Veterans Must Register War Trophies

Armed forces veterans must register war-trophy guns with the U. S. Government by Dec. 1 in accordance with recent legislation.

After the deadline, a tax of \$200 will have to be paid for each weapon. There are heavy penalties for not registering, including fines and jail terms.

War trophies that must be registered include automatic weapons, grenades, bazookas, rockets, mines, other explosives.

To register, get form No. 4467 from the local internal revenue office, located in the Decatur Post Office Building. A limited quantity have been made available to the Staley Public Relations Division.

A local Internal Revenue Service official informed the Staley News that it was doubtful an individual would be penalized if he got in his registration within a few days after the deadline.

business, the textile sizing and process chemicals business, the candy and food ingredients business," Kessler emphasized.

Better Ways Required

"The new technologies we must develop are not only better ways to separate corn starch, but also better ways to make paper and cloth, bread and gumdrops, and the hundreds of other products of the industries we serve.

"If textile processes create enormous pollution problems today, we must have a material and a process to cure this tomorrow. If paper dresses and paper shirts are going to replace cloth, we must be ready to meet the needs of this new volume business with products that make their producers beat a path to our door," he added.

We live in a world of change. The growth of scientific knowledge is increasing at a staggering rate.

"Someone is going to apply these new findings to make the goods needed by the billions of people who loom up out of the population explosion, as well as the goods needed to control the population explosion itself," he told the group of research, technical and production employees present.

He indicated that the Staley Company has a major stake in the hundreds of new markets that are being created today, and those that will burst forth tomorrow. What will be required to develop the major innovations to meet these sweeping changes?

Kessler said that no matter how many research and development programs we have, no matter how much money the Company budgets for them, changes of major proportions will only come through the drive, the imagination and the enthusiasm people bring to their work.

"When you are soaring through the creative exploration of a new idea, a novel solution, a unique process, you do not ring out at 4:30 and turn off your brain," he said.

Success Ingredient

The major ingredient of successful research and innovative engineering "is not the budget dollars, although we need them; it is not the knowledge gleaned through years of education, although this is essential; it is not the physical facilities and equipment, although we cannot afford to settle for less than the best.

"The major ingredient is, in fact, the same as the major ingredient which built this Company—it is hard-driving, unbending devotion to a creative goal.

"The Staley Company's best hopes to meet the dreams of an unbounded new world are you people right here within this Company. In tomorrow's complex world, the architects of these dreams must be the innovative scientific and technical thinkers of the Company.

"Since those tough old days more than half a century ago, when a handful of strong men started this Company on its road to leadership, we have seen accomplishments beyond their wildest dreams. They have handed the torch to us, and it is for us that tomorrow the world waits," Kessler concluded.

Ernest A. Wittke

Ernest A. Wittke assistant supervisor of rail services in the Transportation Division, was recently elected President of the Decatur Chapter of Delta Nu Alpha, a fraternal organization for professional people in transportation field.

President Nordlund Cites Areas Where 'Staley Is On The Move'

President Donald E. Nordlund, citing the many areas in which "Staley is on the move," kicked off a series of sales meetings across the country, where new consumer products sales programs were launched for fiscal 1969.

That statement, shortened to "Staley—On the Move", is the theme for the current fiscal year's consumer products sales activities.

In his keynote remarks to grocery products salesmen and broker representatives, Mr. Nordlund highlighted several events of the past fiscal year which lend emphatic evidence to the "Staley—On the Move" theme.

"The development in which I know you are most interested is, of course, the merger of Wagner Industries into the Staley consumer products family," he said.

"This is an outstanding company in terms of high-quality products and dynamic leadership in a fast-growing segment of the consumer market.

"I am sure you will share my excitement over the growth potential for Wagner products as you become more closely associated with them in the months to come," President Nordlund said.

He told the sales groups that the addition of Wagner, a substantial investment "to generate in 'Lightning White' a success story unprecedented in Company history, and a general urgency I hope you've seen in all aspects of marketing support together symbolize a management commitment at Staley to accelerated growth on the consumer level.

"Today and tomorrow, yours is destined to be a fast-growing area at Staley," Mr. Nordlund said.

"I hope this new tempo has become apparent to you, and that you have found events of the past year a source of enthusiasm as you approach the increasingly difficult job of stimulating profitable sales in the supermarket."

He urged the salesmen to accept this as their personal goal "as you set out to accomplish the most far-reaching objectives in this Company's history. Staley is on the move and you, the men gathered here, are the mainspring of that moving mechanism."

Mr. Nordlund also cited the acquisitions of Newark Leather Finishing Co., The Keever Co., a plant expansion on the NLF site in Kearney, N. J., consolidation of the UBS Chemical and NLF operations, a major expansion of our Dextrose Plant, continuing progress on a new plant in Portugal and acquisition of a substantial interest in a corn-processing plant in Mexico as other significant indicators in the past year of the Company's fast-paced growth.



"WE'RE GOING TO KEEP THESE PRODUCTS ON THE MOVE"—Product managers in the Grocery Products Division, from left, Bob Pence, Herb Lund, Nick Thanos and Bob Corman, tell salesmen and broker representatives about new promotional and sales campaigns designed to build greater volume than ever before.

Sales Meetings Charged With "Staley On The Move" Spirit

With President Nordlund's kick-off address setting the spirit of the "Staley—On the Move" theme, more than 350 Staley salesmen and broker representatives participated in consumer products sales meetings marked by a new format.

The new format, including presentations by Wagner Industries President Frank H. Wagner, Gene Kessinger of Consumer Products Research, and Kent Mittelberg of Materials Control, was designed to give our men in the field more practical information to assist them in their sales efforts.

Providing an overview of sales promotional campaigns and product information were Henry Volle, Grocery Products Division manager; Mike Dotson, marketing planning manager; Paul Kirkpatrick, national sales manager; John Springer, assistant sales manager; and the individual product managers.

To assist in familiarizing the salesmen with the newest member of the Staley consumer products family, Mr. Wagner traced the history of Wagner Industries, discussed the development of the Wagner product line and the success with which it has met in consumer markets. Marv Eubanks, Wagner sales manager, explored sales and product plans for the future.

Kessinger brought the sales force up-to-date on our research and development and product improvement activities, while Mittelberg detailed plans relating to customer service and inventory management.

In his talk, Volle discussed developments of the past year and what



HENRY VOLLE gives "state of the division" account to men in the field.



FRANK WAGNER traces development of Wagner product line and describes its success.



MIKE DOTSON details Grocery Products Division's marketing plans for current fiscal year.

lies ahead in the current fiscal year.

Those he cited from the year just ended included:

1. "We have placed into operation a full-scale product improvement program—a joint Chemical Engineering, Manufacturing and Research project—which is beginning to pay dividends in better packaging, better packing and, in general, more saleable merchandise.

2. "We have realigned our forecasting and in-Decatur consumer products management team to work more closely with our distribution people, resulting in a substantial reduction of out-of-stock

situations and improving the promptness of our deliveries—an area we continue to improve.

3. "We have experienced several important crises relating to supplier strikes in the glass, plastic container moldmaking and transportation industries, all of which have resulted in higher costs for materials."

"These developments and other changes will continue to be a way of life for us and present situations to which we must be adaptable. Nothing remains constant, and this is especially true in consumer markets," Volle added.

In discussing individual product performance, many of which posted good gains in the past year, he said those exhibiting some of the brightest promise were in the new product area.

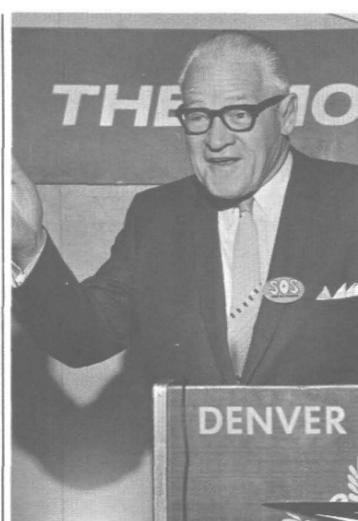
"That's rightly how it should be. In the normal cycle of consumer products, those like 'Lightning White' and 'Sta-Flo' fabric finish—new to us now—will be the backbone of our business in the future," Volle said.

"As you listen to the presentations of the product managers, you will detect the spirit of confidence and enthusiasm they have for the individual products, and you will see the forward-thrusting image projected by our product line as a whole.

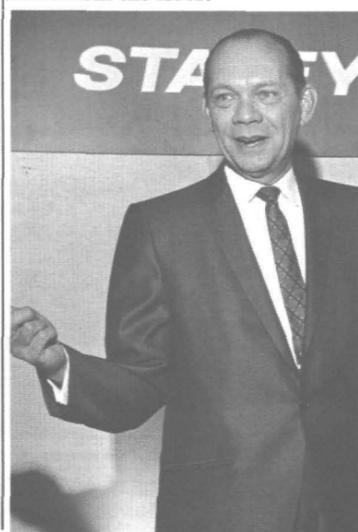
"President Nordlund has pointed up the fact that Staley is on the move, not only in our division, but in virtually every area of the Company. Our marketing plans, including advertising and promotional programs, will assist you in keeping Staley grocery products on the move," Volle concluded.



PAUL KIRKPATRICK and John Springer, below, respond to questions from the floor.



PAUL KIRKPATRICK and John Springer, below, respond to questions from the floor.



STUDY IN ABSORPTION—Staley salesmen and broker representatives listen intently as consumer products management team presents rundown on division's progress during past fiscal year and plans for the current year's sales campaign. New, fast-paced sales meeting format was designed to give salesmen broader range of practical information.



PIPE SHOP CLAIMS TROPHY—Pipe Shop employees gather around for presentation of cleanup traveling trophy. From left in front, Foreman Dwight James, Manufacturing Vice President Nat Kessler, Jesse Grunden and Maintenance Section Superintendent Al Foley heft trophy which Kessler and Foley presented.

Pipe Shop, Yard Department Capture Top Spots in Monthly Cleanup Tabulations

The Pipe Shop captured the cleanup traveling trophy for September and then had it wrestled away by its neighbor, the Yard Department, which posted the top sanitation results in October.

The two 31 Building departments broke the two-month hold on the trophy by the Oil Storage Department, which had achieved the feat of posting the best cleanup results in consecutive months, July and August.

The Oil Storage Department didn't give up the trophy without a battle, however, finishing second in the September standings.

Foreman Dwight James' Pipe Shop crew recorded an 81.8 per-

cent improvement over the department's par to claim the trophy by a margin of more than 21 percentage points over Foreman Ornan Williams' Oil Storage group.

In the October standings, the hotly-contested battle for the trophy resulted in the Yard Department besting the Merco Department-6 & 8A Buildings by only 3.5 percentage points. Foreman Jordan Smith's Yard crew had an 80 percent better than par average for the month.

The Oil Storage Department was in the midst of the trophy battle in October again, finishing third. In both September and October, the Paint, Roof, Cleanup & Brick-

maisons Department, the Instrument & Control Shop, and the Small Machine Shop in 17 Building finished in a tie for fourth.

And, in both months, 12 & 16 Buildings-Starch Drying and Grinding rounded out the top five positions.

In all, 16 departments broke their established pars in September while 17 managed to turn the trick in October.

During November, the cleanup emphasis is on keeping cleaning devices, such as brooms, brushes, mops, buckets, and shovels, and water hose stored in their appropriate places when not in use.



OCTOBER TROPHY RECIPIENT—Ed Freyfogle, right, chief engineer, Engineering and Maintenance Department, congratulates Yard Department employee Kenneth Foulks after presenting cleanup traveling trophy to Foreman Jordan Smith for department's performance in October sanitation results, when it posted top improvement.

Moran's 49-Year Career Heads Group of Retirees

Eleven veteran employees, including one of the longest-active Staley employees in Company history, have retired in recent weeks.

Glennis A. Moran, a senior mechanic in The Millwright Shop, completed 49 years and two months service upon his retirement, putting him in a select group with only four other employees, all retired, who have attained that length of service.

Like many Staley long-timers, Moran started his career as a messenger, became a helper in the Millwright Shop, less than a year later, worked a brief stint in Reclamation, returning to the Millwright Shop as a helper in November, 1922. For more than 45 years after that, he worked exclusively as a member of the Millwrights crew, advancing to mechanic in 1933 and moving to senior mechanic in 1942.

Following Moran in the list of retirees, who together account for a grand total of more than 360 years service, is George H. Sheumaker, packaging line operator in 17 Building, who had completed 45 years service upon retirement. With the exception of an 11-year period from 1948 to 1959, when he held various posts in 111 Building, he worked in 17 Building in the packaging and bulk syrup areas.

Frank R. Allen, a senior mechanic in the Machine Shop, retired after 41 years service. A senior mechanic for nearly a quarter century, his entire Staley career was spent in the Machine Shop, where he started as a machinist's helper in 1927.

Ralph E. Augustine, chemical engineer's helper, completed 38 years service upon his retirement. He had been a chemical engineer's helper for nearly 20 years. Prior to that, he worked in 47 Building for five years and served brief stints in Reclamation and the Starch Table House. He joined the Company in 1930, starting on the Extra Board.

Harvey N. Rice, a Garage employee for most of his Staley career, completed 35 years service upon his retirement. He had been a driver and serviceman in the Garage during his employment. He joined the Company in 1933, starting on the Extra Board.

Bert W. Gober, mill operator in 48 Building, retired after 32 years at Staley. For the greater part of his employment, he held positions in 22-47 & 48-49 Buildings, including bulk packer, special products operator and mill operator. He joined the Company in 1936, starting on the Extra Board.

John F. Querrey, Reclamation foreman, had completed 32 years service upon his retirement. He had been Reclamation foreman for the past 10 years. Prior to that, he was foreman and assistant foreman in Formula Feeds for four years, and held various posts in the Oil Refinery for a number of years. He started his Staley career on the Extra Board.

Orville L. Watkins, a member of the Painters & Roofers group, retired after 26 years service. He worked in the Paint, Roof, Cleanup and Brickmasons Department for the past 22 years and in the Yard Department prior to that, after starting his employment on the Extra Board.

Theodore (Ted) Hastings, lead loader in the Feed Packing House, retired after a 25-year Staley career. Throughout most of this employment, he worked in the Feed Packing House, holding posts of loader, packer and lead loader. He started on the Extra Board.



Moran



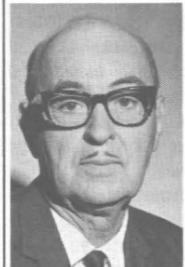
Sheumaker



Allen



Augustine



Rice



Gober



Querrey



Watkins



Hastings



Drew

John H. Williams, Grocery Products territory manager in the Kansas City District, had completed 20 years service upon retiring, all in sales work for the Company. He joined Staley in 1948 as a retail packaged goods salesman, was named territory manager of the Dallas area in 1952, and moved to territory manager in the Kansas City Office in 1959.

Levi L. Drew, steam cleaner the Feed House, retired after years at Staley. All but his first year with the Company was spent in the Feed House, where he held various posts, including feed press puller, conveyor tender, and cleaner. He started on the Extra Board.

Staley NEWS

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WALT SCHULTZ, left, and Henry Volle check new product introduction plans.

Institutional Products Line Shows Rapid Growth, Additional Products Due Soon

Tried to get a table in a restaurant lately? Have you noticed the long lines in lunchrooms and cafeterias, at hamburger stands and other specialty food service areas despite the apparent growing number of these establishments?

Most of us have read about the sharply-climbing school enrollments at all levels, our overcrowded hospitals across the country, and the large in-plant feeding services.

How significant is this market—usually referred to as the institutional or food service market—for feeding the vast numbers of people who eat away from home.

To our Grocery Products Division, the answers to these questions and other data were important in the decision a couple of years back to form a marketing group whose major thrust was aimed at the institutional trade.

The information arising from recent surveys makes that decision even more important today as evidence of the potential in selling to institutional markets continues to mount. Consider these statements

taken from one report on the subject:

"The institutional food service market is one of the fastest growing, most dynamic industries in the U. S. today, with an annual growth nearly twice that of the retail grocery business.

"U. S. Business Census data indicates sales in the institutional food market rose nearly 60 percent between 1960 and 1966."

As recently as 18 months ago, the Staley institutional products line consisted of food starches and syrups—a start, but only a start.

Since then, the rapidly-growing line has been expanded to include corn oil, a wide range of spices, seasonings and extracts, instant puddings in four flavors, and a low-calorie sweetener in liquid and powdered forms.

A number of other product additions are planned for the institutional line as the pace of activity quickens and a greater penetration of the market by Staley becomes evident.

Why the large number of products in the institutional line?

Walt Schultz, institutional products manager, explains it this way: "To make much of an impact on this market, it is necessary to offer the trade a diversified product line.

"It basically boils down to the same concept employed by the successful supermarkets in the retail grocery business—offering the shopper one-stop convenience and more time to devote to other activities. In this case, it's the institutional buyer who wants to fill his product needs with a minimum of sales calls," he added.

Recent products added to the institutional line feature convenience. Many of the new products being planned to complement the line will emphasize the same.

"There's a definite reason for this, and it's tied to the growth phenomenon of the institutional market. The number of eating places in this country, of every size and description, has increased so fast that there just aren't enough skilled cooks, let alone chefs, available to meet the demand," Schultz said.

"It's the biggest problem facing the food service operator, or manager, today and it's getting worse. These convenience products greatly enhance the ability of the manager's less-skilled help to produce flavorful, high-quality meals. They are also designed to effect savings for the manager by reducing his labor costs, another prime consideration," he noted.

Commenting on the progress of our institutional marketing and the potential it affords, Henry Volle, Grocery Products Division manager, said, "We are just getting a good start in this rapidly-emerging institutional market. Good progress is being made.

"We've moved fast in putting together a diversified product line to offer to the trade. Reaction to these products thus far from the trade has been favorable, and with attractive, new products scheduled to come on line in a steady stream, we expect this part of our business to become one of the Company's bright spots in the not-too-distant future," he said.

Five-Year Service Celebrants

Carl W. Bagley, Yard Dept., Oct. 21
 John P. Caudill, 34 Bldg., Oct. 21
 Richard C. Childress, Feed House, Oct. 21
 Rosemary J. Curtis, Commodities, Sept. 16
 Charles Dawson, Oil Refinery, Oct. 23
 Jack E. Doore, 12 Bldg., Oct. 21
 F. Q. (Mike) Dotson, Grocery Products, Oct. 28
 Ronda L. England, Research Staff & Services, Oct. 21
 Richard F. Eubanks, 12 Bldg., Oct. 21
 Walter L. Gillespie, 118 Bldg., Oct. 21
 William J. Harvey, Yard Dept., Oct. 11
 Russell J. Heitz, Research Staff & Services, Sept. 17
 Lee R. Jeske, Public Relations, Sept. 9
 Robert E. Jorgensen, Dextrose Plant, Oct. 11

Donald W. Kramer, 34 Bldg., Oct. 11
 James M. Keyes, Chemical Research, Oct. 9
 Otto A. Kurek, 17 Bldg., Oct. 1
 Glenn E. Lowe, 34 Bldg., Oct. 21
 Philip K. Luster, Yard Dept., Sept. 4
 Stephen J. Myrvold, Materials Control, Sept. 6
 Philip S. Reynolds, 20 Bldg., Oct. 23
 Robert C. Schroeder, Staley Chemical, Oct. 16
 Stephen C. Sinclair, Dextrose Plant, Oct. 15
 Barbara E. Taylor, Materials Control, Oct. 24
 Janet L. Somers, International, Oct. 24
 Timothy M. Urbanowicz, Feed House, Sept. 4
 Carol I. Withrow, International, Sept. 9.

Martin, Anderson Move Up

Shroyer, Fletcher Named To International Positions

Four appointments to key positions in the international and purchasing divisions have been announced. The appointments were effective November 1.

John R. Shroyer, formerly sales manager, International, has been appointed special assistant to the vice president of Staley international operations, Charles C. Jensch.

Rodney A. Fletcher, formerly Company purchasing agent, has been named to succeed Shroyer as sales manager, International.

Wayne S. Martin has been appointed purchasing agent, H. H. Hise, division director, announced and William W. Anderson has been named an assistant purchasing agent, succeeding Martin.

Jensch said Shroyer was named to the newly-established position to carry out new projects in the Company's expanding international operations.

Shroyer had been sales manager, International, since Nov., 1967. Prior to that, he held positions of export sales manager and assistant export sales manager in the division. He joined Staley in 1957 as a management trainee and moved to the International Division in 1958.

A native of Broughton, Ill., he is a graduate of the University of Illinois, where he majored in commerce and law.

Fletcher had been purchasing agent for the past seven years. Prior to that, he held other management positions in the purchasing and control divisions. He joined the Company in 1957 as a cost accountant.

A native of Aurora, Ill., Fletcher received a B. S. degree in marketing and accounting from the University of Illinois.

In his new position, he will be responsible for export sales of



Shroyer

Fletcher



Martin

Anderson

Staley products manufactured in the United States, as well as the management of various foreign sales subsidiaries.

Martin joined Staley in 1959 as an employment interviewer in the Personnel Division, became a management trainee in 1961, was named a buyer in the Purchasing Division in Feb., 1963, was promoted to assistant purchasing agent later that year and has held that post for the past five years.

Martin holds a B. S. degree from Millikin University. He is a native of Decatur.

Anderson had been a buyer in the Purchasing Division for the past three years. He joined the Company as a management trainee in Jan., 1965.

A Detroit, Mich., native, he graduated from the University of Michigan with a B. B. A. degree in business administration.

Huldi Named to European Post

Hansjurg Huldi has been named to the newly-created position of European manager of chemical products in the Staley International Division.

A Glance at The Institutional Market

Reports compiled by the U. S. Business Census and the U. S. Department of Agriculture show the scope of the institutional, or food service, business. The facts and figures also indicate the potential to the Staley Company by entering this rapidly-emerging market.

Here is a birdseye view of the market:

* Today, approximately 25 percent of the consumer's food dollar is spent on food away from home—and the proportion is increasing.

* The food service industry comprises all commercial restaurants, as well as other business in which food is served as a secondary activity. These include such places as drug stores, hotels, department and variety stores, plus plant feeding, institutional (schools, hospitals, etc.) and charitable eating places.

* 371,000 such away-from-home eating establishments constitute one eating place for every 540 people in the country.

* They use almost 20 percent of the total U. S. food production.

* More than 57 million people ate out at least once a week in 1967. This is an increase of 7 million since 1960.

* Since 1963, the number of restaurants has increased by some 51 percent.

Charles C. Jensch, vice president, International, said the new position was established as part of the continuing effort to broaden Staley penetration of chemical specialty markets in England and Europe.



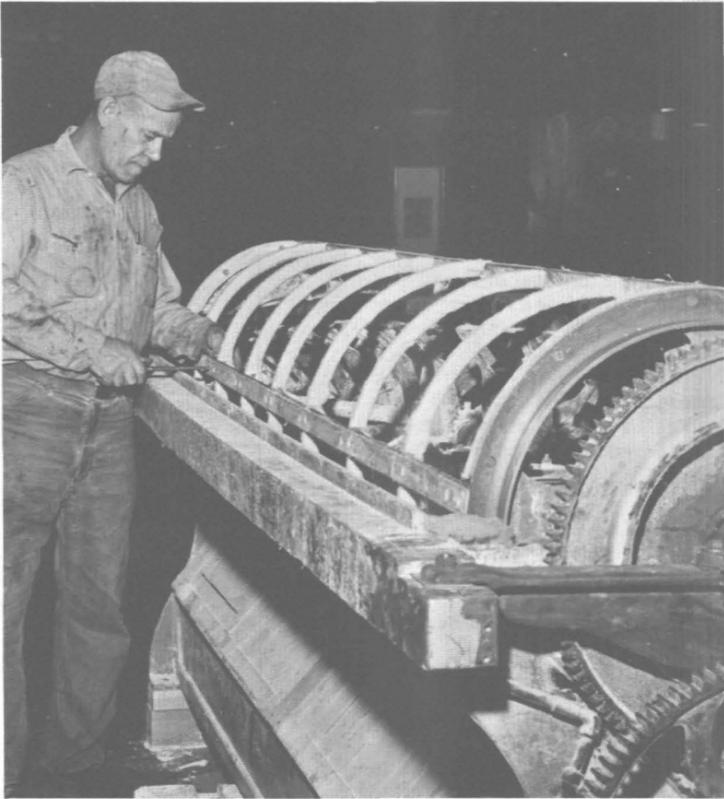
In his new duties, Huldi will be responsible for the combined operations of certain Staley affiliates in England, West Germany and Switzerland. They include

Staperm Ltd., London, England; Kunstharze GmbH, St. Tonis, West Germany; and Stapol, S. A., Fribourg, Switzerland.

These overseas Staley affiliates manufacture and market a line of polymer emulsions, under the internationally-known "Ubatol" trademark, for the paint, floor polish and surface coating industries in Europe and the United Kingdom.

Huldi joined the Staley European area staff in 1962, after holding marketing and administrative posts with several major international firms. Most recently, he had been an area manager of the Company's European operations, located in Fribourg, Switzerland, as well as serving as director of various Staley affiliates.

A native of Switzerland, Huldi is a graduate of St. Gallen University in Switzerland and the Swiss Mercantile College in London.



CARL GRANT installs siderail on starch reel drum, which has a wooden frame.



ROBERT COX, left, and Richard Yocum turn out jointed pieces before assembling shaker frames.



ERNEST RADE, left, and Ralph Ellison put up shelving in west scalehouse to hold IBM equipment.

Millwrights Fashion to Fit

At Staley, We Feel Wood Is Here To Stay for Many Years to Come

The modern industrial plant evokes visions of steel, brick, tile and concrete structures, miles upon miles of steel piping and copper wiring, stainless steel tanks and metal castings and forgings for machinery.

Often overlooked in the maze of masonry and metal is an "old-fashioned" material—WOOD—which hasn't outlived its usefulness in industry, and at Staley, for many years to come.

Admittedly, wood is not used nearly to the extent it was in our plant as recently as 15 or 20 years ago.

And admittedly, for many applications, various ferrous and non-ferrous metals are superior to wood. They offer the advantages of corrosion resistance, durability and strength. While wood was once an acceptable material for some processing components, it has given way to certain metals for product purity purposes.

In the past decade, wood has been replaced at Staley by metal in innumerable instances for the above reasons. Notable examples are the stainless steel steeps and fiber washing screens, which have displaced their wooden counterparts.

In our plant, the employee group most conscious of the use of wood is our millwrights. Traditionally, their trade has involved the use of wood. Today, in our more modern plant, their other skills are more widely utilized, for setting equipment in place and overhauling processing equipment, for example.

However, our 70 millwrights still spend approximately 10 percent of their time turning out frames, forms, some scaffolding and assorted other wooden parts.

One of the major advantages for using wood in these applications is the relative ease of working the material. Wood can be sawed,

planed, drilled, grooved, and bored to precise dimensions and shapes through use of the woodworking equipment in our shop when operated by a skilled millwright.

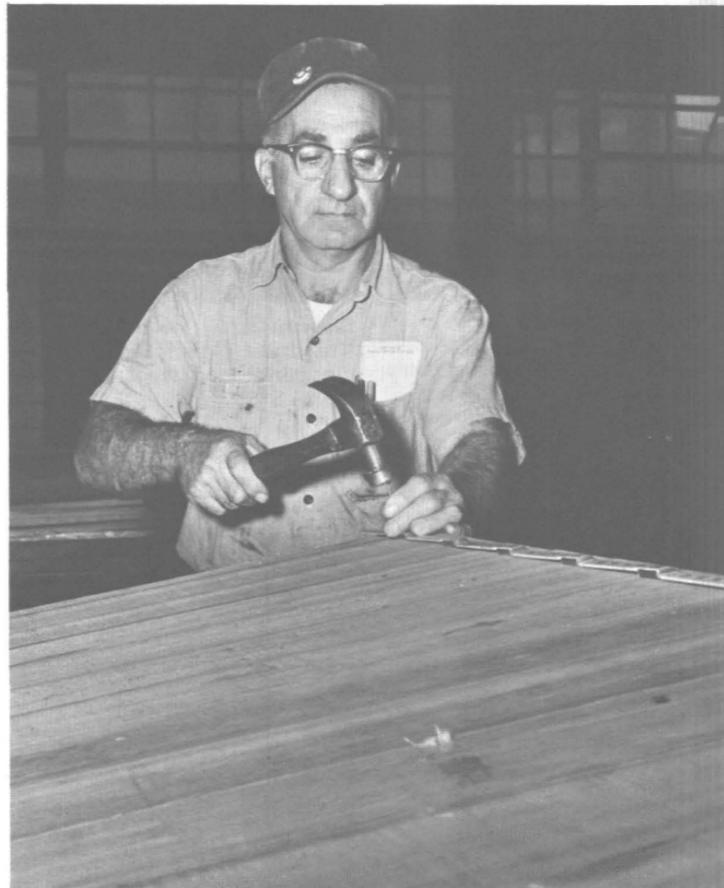
Another factor is the warmth and beauty connoted by wood, as opposed to the sometimes cold and sterile look of metal. Wood is then frequently preferred in making quality office furniture, or shelving.

The number of requests received by our Millwright Shop daily for repairs, replacement and construction involving wood, along with

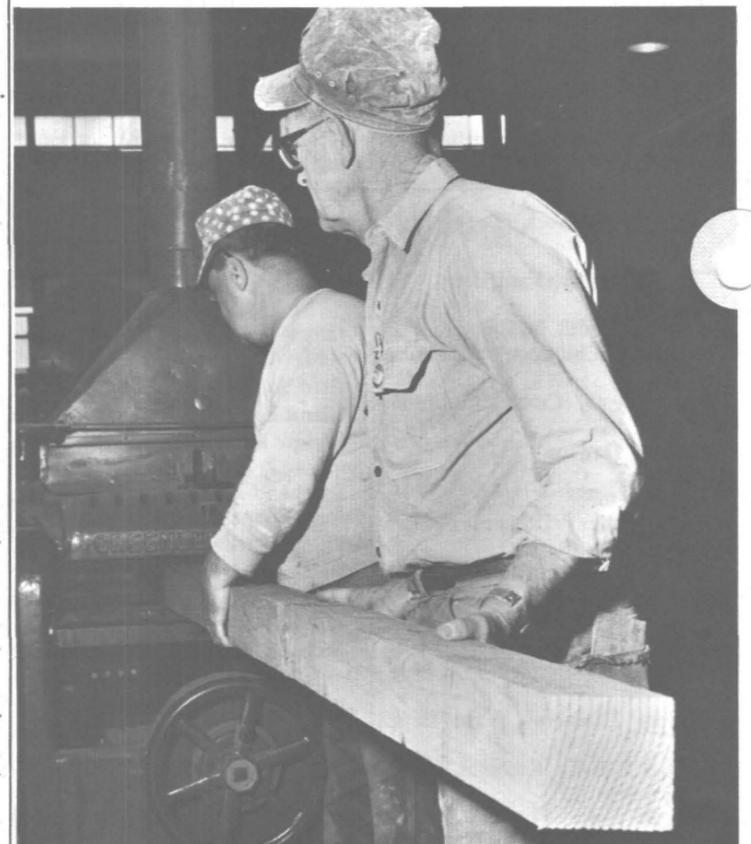
their other duties, keep our millwrights one of the busiest groups in the plant.

While the use of wood for many applications has diminished considerably in our plant in recent years, wood and woodworking will continue to be an important part of our maintenance operations for a long time to come.

The photos on this page show some of the many examples that remain, and the range of activities our millwrights perform in working with wood.



BERNARD INCARNATO works on water-resistant redwood side panel for one of our cooling towers.



EDGAR HALE, left, and Jim Carter run 4 by 4's through planer for making equipment supports.