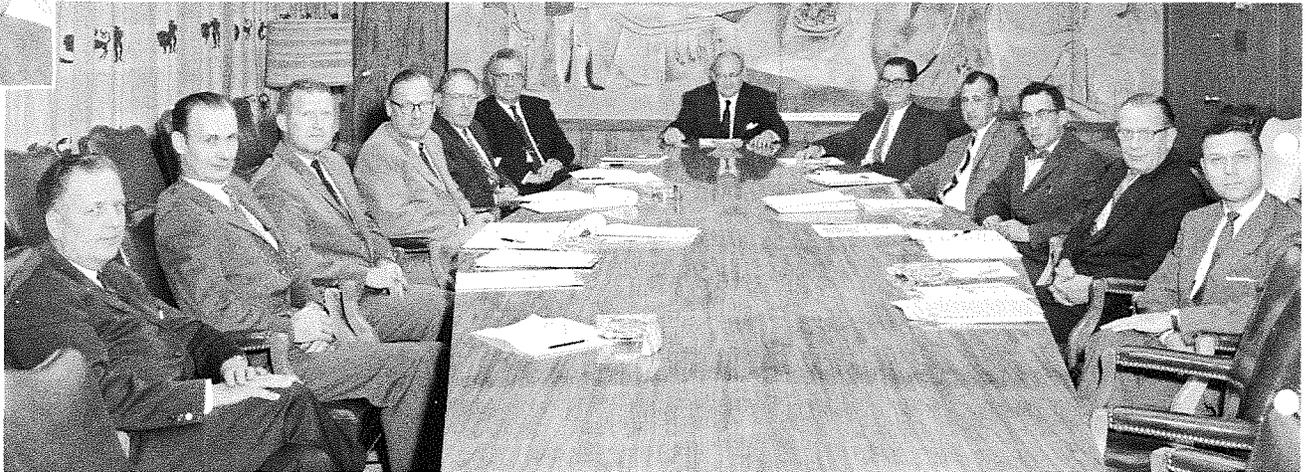


WHEELABRATOR

# PARADE



1. Peace on earth, good will toward men.



## THE MANAGEMENT ROUNDTABLE

Most people, I'm sure, realize that it would be virtually impossible for one man to personally take charge of all the operations in a company as large as Wheelabrator Corporation. So how, you may ask, does the president keep his finger on the pulse of our operations? How is he able to make policy decisions and effectively guide and direct the course of the Company?

The answer lies in the framework and structure of our organization and the regular meetings of the Management Roundtable, which are attended by the heads of the Company's key operating units. Harold Miller represents finance; Leslie Andrus, dust and fume; Stanley Krzeszewski, manufacturing; George Pfaff, sales; Harold Schulte, engineering; Jim Donlan, the controller's division; Harold Books, purchasing; John Farabaugh, industrial relations; Ed Sullivan attends as secretary-treasurer; and Chal Cline as my engineering assistant. Bob Campbell, of our Canadian affiliate, and Paul Setzler, who heads Wheelabrator's Lorco Division, are also members.

### *A Management Tool*

When the Roundtable meets, it affords myself and all of management the opportunity to discuss the state of business, to bring up problems, to review competitive activity and important orders, to ask questions, to study accomplishments and failures, and to plan our action for the future.

EDITOR'S NOTE: Because other commitments made necessary their absence when this Roundtable picture was taken, L. L. Andrus was represented by K. E. Blessing and G. O. Pfaff by F. J. Pichard. S. F. Krzeszewski was in Europe.

Since every management function is represented, these different viewpoints are brought to light during each discussion. As a result, it is possible to reach decisions that are generally in accord with the various operations concerned. Thus two-way communications are put into effect — the members make known their opinions on each matter, and at the same time, they learn the overall management view, which is conveyed on down the line with each directing his responsibilities accordingly.

### *Allows Management to Manage Effectively*

So it is that the Roundtable allows management to manage effectively. It knits the various operations of the Company into a single, coordinated unit. And it makes it possible for me to review in the most expeditious manner the activities of every department.

By working together in this manner, the Roundtable can accomplish what no man alone could possibly do. And through the mutual understanding of each other's positions, we can recognize more readily the things that must be done in order to make Wheelabrator Corporation a more highly efficient and dynamic organization.

*J. F. Connaughton*  
President

## THE PURCHASING DEPARTMENT

# They Battle The Costs

A Chinese proverb says: A journey of a thousand miles begins with a single step. To slant this same idea to the cost of running a business: Significant savings begin with pennies.

It is surprising how items which are relatively inexpensive in themselves quickly become hundreds and thousands of dollars when multiplied on a plant-wide basis. For example, simple inexpensive items like pencils and other office supplies. In a year's time our purchases of these materials amount to approximately \$100,000. Welding rod, nuts and bolts, light bulbs, paper, etc. are other supply items whose individual cost is low. The annual consumption of these materials, however, adds up to a staggering cost.

Like a thrifty shopper, our Purchasing Department carefully weighs the value of every purchase to obtain the highest quality at the lowest possible cost. They apply this vigilance to every purchase made whether it be expendable items or steel, motors, reducers, machine tools, office equipment, etc. Since the total of their annual purchases amounts to 50% of gross sales, even the smallest purchase becomes important in the continuing battle against costs.

Quantity discounts, special purchases, substitutions, etc. all add up to a cost reduction. Examples are many where the purchasing department

has been able to make substantial savings in the purchase of specific items to help Wheelabrator to do business profitably. A few of them are listed below.

Where possible, purchases of similar items are grouped together to obtain maximum discounts. For example, in the case of warehouse steel or sheaves, requisitions for small quantities are held, where practical, until the number or quantity to be ordered reaches a certain point.

In many cases we let the supplier be our inventory keeper. Blanket orders for our annual need of such items as bearings, fasteners, screw machine products, envelopes, etc. are issued with delivery to be made as need arises. We are thus able to purchase the entire quantity at the lowest possible price, taking advantage of quantity discounts.

Some items are purchased to be shipped to us in containers which can then be reused as our shipping cartons to customers after we have reworked the material. Rubber belts, for example, previously were sent to us in burlap bags; now they are shipped in reusable octagonal-shaped cardboard cartons.

Specifying preferable shipping methods also effects sizable savings. Bulk materials, such as foundry sand, had been shipped in railroad freight cars requiring expensive unloading when it arrived at the plant. By requesting that this material now be shipped by motor express in special dump trucks the overall cost of the sand has been reduced.

Lists of reliable vendors in specific fields are compiled. Purchases are then made by specifications rather than by brands. This procedure adds up to big savings with no loss of quality. In addition, each purchasing agent has certain types of items to buy. This specialization results in more efficient purchasing. The buyer, through constant handling of these purchases, is more familiar with costs, delivery, availability of items, and knows the vendors who are in the best position to supply.

Purchasing works closely with all other Wheelabrator departments so that they can give engineering and shop personnel the benefit of their experience in new processes, materials, and equipment which could be adopted by us in improving our product and our manufacturing operations.

## WHEELABRATOR PARADE

Published for Employees of  
Wheelabrator Corporation  
Mishawaka, Indiana

Vol. 20, No. 6 November-December, 1961

### ON THE COVER

"Peace on earth, good will toward men." Surely this thought, which is repeated so many times during the holiday season, echoes the year-around wish of people the world over. The choir boys on our cover, raising their voices to extend this sentiment, are Greg Cook, son of Mrs. Lillian Cook, Advertising; Jim Evans, whose father is J. M. Evans, Engineering and Eddie Pawlowski, the son of John Pawlowski, Steel Shop.



# NEWS AND



Thirty teachers from Mishawaka and South Bend public and parochial schools visited Wheelabrator on October 3 as a part of the annual Business-Education Day. In addition to being given a conducted tour through the plant, the teachers listened to a presentation of various phases of Wheelabrator's business.



Before Len Nelson left for his new position with W. W. Criswell Co., Riverton, New Jersey, members of the Dust & Fume Sales Department wished him best wishes at an informal party.



The spooks and goblins visited Mishawaka early when the Julianna Club held its annual Hard Times Party at Riverview Lodge, October 26. Prize winners for the most original costumes were Robbye Lou Dunn, Janet Dawson, and Elsie Stefucza.



# VIEWS



Gilbert D. Dill, staff assistant to the President, accepts the Medal Award from Dartrey Lewis, Chief Engineer, Research and Development, The John A. Roebling's Son Division, at the 1961 Wire Association Meeting held October 23-27 at the French Lick Sheraton Hotel, French Lick, Indiana. This top award was given in recognition of the technical paper on blast descaling of wire rod he presented at last year's meeting.



Fifty-seven feet of cold steel, longest bar ever drawn in the industry, is displayed by company officials at Nelson Steel & Wire Co., Franklin Park, Illinois. The record bar is 2" in diameter and weighs 610 pounds. Before cold drawing the bar was descaled in a three-wheel Wheelabrator Cabinet which provides a cleaner finish and brighter bar than can be obtained by pickling.

Representatives from all companies operating a Wheelabrator Rubber Deflasher attended a two-day service school at Mishawaka on November 13-14. In addition to technical sessions held in the Board Room, a tour of our plant facilities was provided for all visitors.



## PRODUCTIVE PASTIMES

One of today's fastest growing pastimes . . . at least for women . . . is working with ceramics. All over the country classes have been organized, and in the homes, attractive and unusual ash trays, vases, lamps and statuettes are in abundance.

Rosemary Velleman is typical of this group, which has found ceramic work a pleasant and productive outlet for their creative talents.

For over two years she has been attending a weekly class at Pat and Jack Honer's in South Bend. Pat Honer, incidentally, is the daughter of Marge Daugherty, who works alongside of Rosemary in our Billing Department.

During these past two years Rosemary estimates that she has made well over 100 different ceramic pieces — most of which have been given away as gifts to friends and relatives. According to Rosemary, ceramics make ideal gifts since they can be designed and colored to suit each individual's home furnishings.

Rosemary says the most difficult ceramic job she has undertaken was a 17-piece Nativity scene. It took nearly three months to complete, since each piece required extremely delicate details and careful handling.

Aside from being a pleasant hobby, working with ceramics also proves to be a valuable asset for the clubs to which Rosemary belongs. When a party is held, she gen-



erally finds herself being nominated to help provide favors and table decorations. For last year's Julianna Club Christmas party she designed and fashioned a set of eight bowls which were filled with poinsettias and used as centerpieces.

In addition to her work with ceramics, Rosemary is an accomplished girl with needle and thread. Since learning to sew during her school days at Mishawaka High, she has made many of her clothes and even created a number of her own hat designs.

Yes, Rosemary Velleman is a girl who certainly knows how to make good use of her leisure time. Not only are her hobbies enjoyable, but productive as well.

## WHEELABRATOR ACQUIRES CLOTH FILTRATION PRODUCTS FIRM



Acquisition of the W. W. Criswell Company, Inc. of Riverton, New Jersey, manufacturer of filtration products, was announced on October 4 by Harold M. Miller, Senior Vice President of Wheelabrator. The eight-year old company produces all

types of fabricated bags and blankets for filtering solids from gas or liquid streams. Cloths used are made from natural (cotton or wool) and synthetic (glass, nylon, orlon, dacron, etc.) fibers.

A completely modern new plant in Riverton was opened this year for producing the items which are supplied to many industries principally in the cement, steel, chemical, carbon black, mining, and non-ferrous metals field.

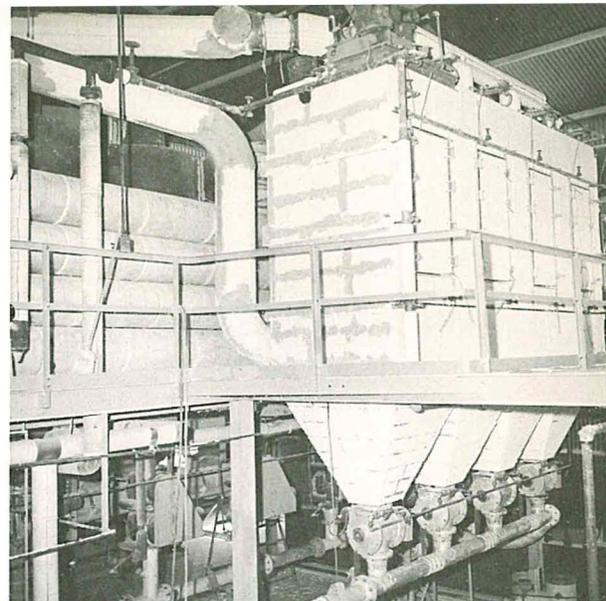
Present management, headed by Mr. W. W. Criswell, Jr., president and founder, will continue to operate the New Jersey plant.

The acquisition of the Criswell company will complement our dust and fume control equipment, strengthening our position in this field.



Wheelabrator dust and fume control engineers have gained an enviable reputation as problem solvers. They have been able in countless examples to combine the simplicity and high efficiency of the Dustube cloth tube type collector with accepted mechanical, physical, chemical or electrical devices to develop economical, effective solutions for "impossible" problems.

A good example of this is how they approached a fume problem involving corrosive high temperature at Cabot Corporation, Tuscola, Illinois. The secondary separation of valuable silica dioxide from hydrochloric acid was the result desired. This



## ENGINEERING *Skills*

### SOLVE DIFFICULT DUST & FUME PROBLEMS

sounded like a built-in booby trap for a cloth collector. Not so, however. Here's how it was solved. To overcome the heat problem, glass fibre tubes were used. To overcome the corrosive acid fumes, the collector housing and cell plates were constructed of aluminum. To prevent moisture condensation, the entire collector was insulated. With these obstacles eliminated, the separation of the solids from the acid stream was a simple one for

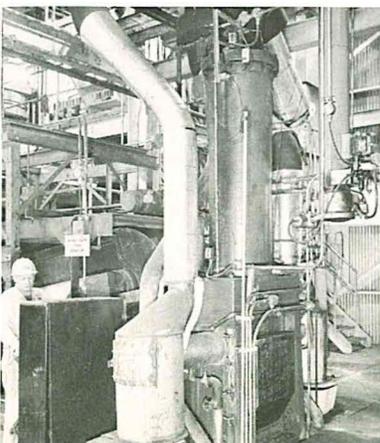
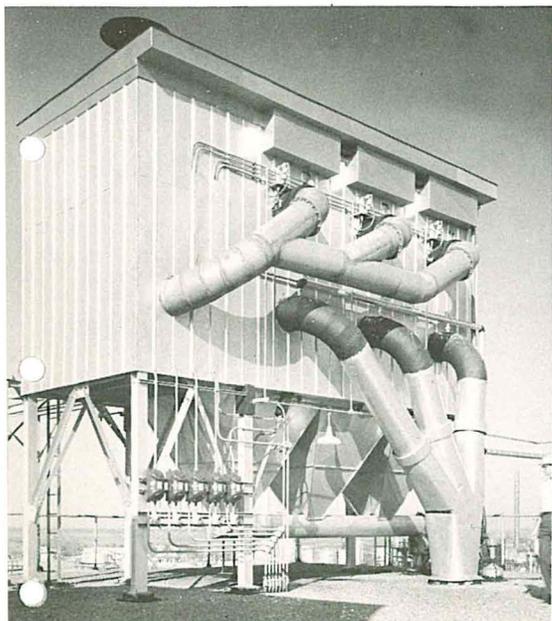
the Dustube Collector. Naturally, the finished installation had to be erected at a price competitive to other methods ordinarily used for such a fume problem. Engineering skills provided the answer.

#### Moisture Problem Licked

Moisture and cloth in a dust collection problem are usually not compatible. Elimination of moisture must be provided before it reaches the cloth tubes. How this was done at Texas-U.S. Chemical Company, Port Neches, Texas, is another example of Wheelabrator ingenuity. The problem here was the collection of finely divided carbon black from a Banbury rubber mixer in which a high percentage of steam was present. To prevent condensation of the steam when it met the cooler dust laden air stream, controlled heating of the air was necessary. Sounds simple but a great deal of engineering went into providing a practical effective method.

Mission was accomplished, however, with another satisfied Wheelabrator Dust Collector user resulting.

Two similar examples were used with these two in our Chemical Show exhibit at the New York Coliseum, November 28 to December 2, to demonstrate how engineering skills provide Vital Values in Wheelabrator dust and fume control for the chemical process industries.





## WE GO TO show

Street fairs and bazaars are one of the oldest methods of trading between nations and peoples. In the early days they were the only method for buyers and sellers to get together. Merchandise was displayed and purchased on the spot. A highly refined form of these early fairs, widely used and still highly effective in today's complex marketing system, is the industrial show.

Thousands of industrial shows are held annually. Attendance at some of the huge national shows approaches 100,000; whereas others held in conjunction with association meetings may attract as few as several hundred. Number of exhibitors varies from a handful to over a thousand industrial companies.

Regardless of the size of a show, the purpose remains the same: to provide an opportunity for suppliers to present their wares to potential users. Here in scores of different ways the supplier demonstrates his product. He discusses problems with

prospects or users and has an opportunity to talk to plant personnel, including top management, who salesmen often are unable to contact in their usual sales efforts. Simply stated, the buyer comes to the supplier at such shows.

Wheelabrator has long recognized the value of show participation as a part of its marketing program. Our policy is to exhibit at the basic broad interest industrial shows as well as in specialized or limited coverage shows. Although some of the minor shows are held annually, most of the large shows are on a two or three-year basis. Location of the shows varies so that all major industrial areas are covered to give buyers an opportunity to see new products, processes, and developments in their industry.

In a typical year we participate in from 8 to 10 shows such as the Foundry, Metal, Tool, Iron & Steel Engineers, Plastics, Welding, Mining, Chemical, Air Pollution Control, Drum Reconditioning,

Auto Parts Rebuilders, Corrosion, etc. Our participation and size of exhibit depend upon a number of factors: importance of the industry in our entire sales picture, location and frequency of show, new Wheelabrator developments to be introduced, etc.

In some shows we are the largest exhibitor. For example, at the 1956 Foundry Show held in Atlantic City Public Auditorium, the Wheelabrator exhibit occupied the entire mammoth stage. At that show we introduced the Super Tumbblast to the foundry industry and demonstrated an operating 28 cu. ft. Super actually cleaning castings.

Contrast that huge display with the 8' x 10' space we annually occupy at the Auto Parts Rebuilders Show. Here, common to our practice at most smaller association group meetings, we do not exhibit equipment. Our display is limited to a description of the benefits of our process for that industry, with pictures of typical installations and a display of products cleaned with the Wheelabrator.

Ordinarily each of our exhibits is individually designed and used only for a specific show because our sales story varies in each of our markets. Photographs of typical exhibits included on these pages will illustrate the variety of our designs.

Show participation is just one part of our sales promotion program. A show alone will never sell a machine. It is true that there have been times where a buyer actually gave us an order at a show but usually there had been a great deal of preselling performed by one of our sales engineers. However, it is a fact that the interest in equipment created at a show has eventually led to many a sale. After the recent Welding Show, for example, Larry Kohlmeyer, our Eastern Regional Manager, reported that contacts made at this show were directly responsible for the sale of two 48" Swing Tables. More than 75 other excellent prospects were uncovered at the same show. Similar reports after other shows are the reasons why our field men place such importance on show participation.

# WS





# Passing PARADE

REPORTERS — Milferd Gardner • Blanche Null • Fred Bishop

Elsie Stefucza • Dolores Burtsfield • Gretchen Smith

**Olive Hartung**, Sales, is now at home recovering from another leg operation in her battle to overcome the effects of her crippling automobile accident over a year ago . . . **Rita Guzman**, IBM, was the lucky winner of \$500.00 in the Studebaker Girls Club raffle held this fall . . . **Rosemary Velleman**, Billing, is experiencing all the thrills of owning her first automobile . . . **Marge Daugherty**, Billing, is now a grandmother for the seventh time — this time another boy. (G.S.)

The familiar face of **Sue Boehlein** is back in the Cost Department after several weeks absence due to a heart condition . . . "Big" **John Davidson**, Engineering, left for the Navy November 16 for a two-year hitch . . . **Carl Friedrich**, Engineering, has returned to the drawing board after a long illness . . . The week end of October 21 was really great for **Toby Smith**, **Judy Decker**, and **Linda Marker**, Office Services. They went to the Keeneland Race Track in Lexington, Kentucky. It turned out to be a profitable trip — not only for the lucky trio but also for a couple of the girls in Dust & Fume Sales . . . **Mike Miller** is back in Engineering after a six months' vacation — courtesy of the U. S. Army . . . **Connie Jean** was born to Mr. and Mrs. **Dick Langfeldt**, Engineering, on September 7 . . . **Mike Yoder**, Purchasing, and **Julius Skene**, Sales, took October vacations this year . . . **Dick Fenska**, Sales, whenever possible, always combines business trips with fishing or hunting expeditions. He's never been skunked yet . . . A new face in the Engineering Department is **Nancy Mast**, now working for **Andy Federnok**. She previously worked for O'Neil Ford . . . **Jim Evans** talked to about 60 Industrial Arts Teachers of Northern Indiana at a meeting Saturday, November 11 at Mishawaka High School. Jim showed slides and described Wheelabrator equipment as well as

many of the diverse applications of our airless blast equipment. (E.S.)

The Foundry has many new faces — **Don Wilson** and **Dave Scheiber**, Wheelabrator Swing Table operators; **John Nennix**, oven tender; **Russell Glassman**, finish grinder; **Maurice Huff, Jr.**, furnace helper; **Ron Clementi**, grinder, and **Bob Calvin**, heat treat. Welcome to Wheelabrator . . . It begins to look like the **McFarland** mob is moving in on the Foundry too. There is **Arden**, the "King Pin" molding on the second shift, "Monnie", number one boy on shake-out and **Ralph**, number two boy on the second shift. Look over your shoulder before you say anything about the "Macs" . . . **Ed Stasiak** won \$19.00 in trade in the fishing contest and the kids want him to buy \$19.00 in nite crawlers and take them fishing. (F.B.)

Shelly Louise was born to Mr. and Mrs. **James Curtis**, Stockroom Office on October 16 . . . A son, **Charles Henry**, was born to Mr. and Mrs. **Richard Bidlack** on September 17. (B.N.)

We're all glad to see **Jim Dowdy**, crane operator, back at work after six months' sick leave, most of which time was spent in the hospital . . . Worry is like a rocking chair. It will give you something to do, but won't get you anywhere . . . During inventory, welder **Duane Drake**, with three companions, spent the week deer hunting in Wyoming. They each got their deer . . . Quite a few of the boys in the shop have a sideline business: **Clarence Nettrouer** farms; **Harold Miles** raises garden plants; **Charles Phillips** has a welding and repair shop; **Ralph Banes** operates an insurance agency; **Paul Brower** furnishes eggs to fellow employees; **Milferd Gardner** raises iris and mums, etc.; **Louis Matchette** formerly operated a printing shop on the side but has sold out in anticipation of his forthcoming retirement. **Ted Copp** has acquired a go-cart and is now racing week ends in the Midwest. (M.G.)



At the invitation of Downtown Mishawaka Merchants Association Wheelabrator told the story of its products through a display in the lobby of the First National Bank, during the "Shop in Downtown Mishawaka for a Lark" promotion extending from September 25 to October 28.



Now that the Little League ball season has given **Al Smith's** son **Kelly** much honor and glory for his contribution to the team, they can all relax. We congratulate his mother, **Mary Lou Smith**, for the wonderful job of piloting the team during the season . . . **John Burlingame**, his charming wife, **Phyllis**, and their two children, **Burlie** and

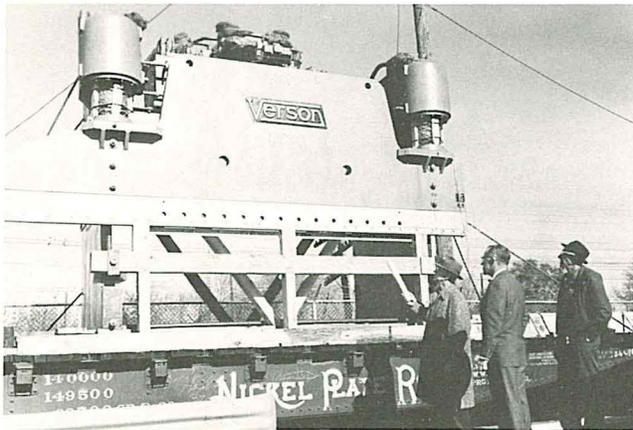
Pam, are now happily occupying their new home in Westfield, New Jersey, having recently moved from Massachusetts. (New York)

We express our deepest sympathy to **Graham Markes**, who recently lost his father . . . "Quick Change" **Steve Marcus**, formerly in the Kentucky territory, has settled in the Saginaw Valley territory. This man really moves in a hurry . . . Recent casualties in the Central Region: **Henry Ellis**: Mangled thumb — just closing the car door; **Tom Mott**: Broken toe — just kicking the dirt. The office bowling team: well, we just won't talk about it YET! Let's give the boys a chance to warm up. Our super salesman for the month of October: **George Dehn**. (Detroit)

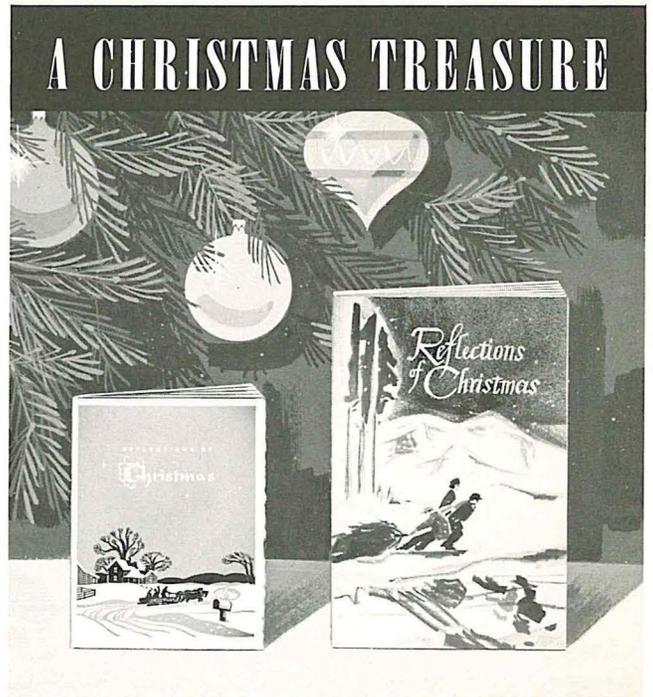
Congratulations to Mr. and Mrs. **Ed Clarke** on the arrival of their second grandson. Ed Clarke recently replaced his boat damaged by Hurricane Carla with a new 26' yacht. When you're down in Houston be sure to stop for a ride. Southern Region recently had the pleasure of welcoming **J. E. Skene**, **Ward Correll**, and **G. D. Dill**, of the Mishawaka Office, as well as **Larry Kohlmeier** of the New York office to Alabama. **Lee Wieschaw's** oldest daughter is a freshman at Siena College, Memphis. (Birmingham)

The western region was very busy manning our exhibit at the Auto Parts Rebuilder's Association Show held in Los Angeles, November 8-10. (Los Angeles)

## 500 TON PRESS BRAKE TO SPEED FABRICATING OPERATIONS



A. Stevens, Al Ross, and Glen Bohm discuss how this giant Verson Hydraulic Press Brake, weighing 86,000 pounds, can be unloaded from the railroad car and moved into the steel fabrication shop. The new 500-ton press brake which can handle 10' long  $\frac{5}{8}$ " steel plate will be used as a normal press brake and also as a large size hydraulic press for forming, with various dies, dust collector cell plates and other steel production items.



Back in 1943, the world had already tasted the anguish of battle for three long years and the destiny of mankind was in the balance. Family life was disrupted throughout the land; tensions mounted; and the future outlook was bleak, as military reverses made frequent headlines.

With the approach of Christmas that year . . . the season of peace and hope . . . an idea began to emerge at Wheelabrator for doing something unusual to inspire among its many customers and friends the feeling of confidence and unity of spirit.

Whatever the final concept might be, it had to be entirely free of commercialism. It had to go beyond the triteness of the usual Christmas greeting card . . . it had to stir men's minds with the spirit of faith and hope and trust.

Out of this thought grew the idea of a booklet whose text was a living imprint of "The Message" that is Christmas . . . something joyous, gay, nostalgic . . . sober, tender, uplifting. So began the first edition of "REFLECTIONS OF CHRISTMAS".

Copies of this now-famous booklet were sent to our entire mailing list. And soon the mails were flooded with letters from all over the world . . . from teachers, churchmen, executives, editors, civic leaders . . . expressing congratulations and appreciation for pioneering an ideal that has since become an annual custom for nearly 20 years.

The 1961 edition of this little booklet is now off the press and will soon be in the mails. Your copy should arrive well in advance of the Christmas season. We hope you will again find it a source of pleasure and inspiration.

# IS PROFIT a *DIRTY* word?

By RAYMOND DREYFACK, business writer, columnist, employee relations specialist, and lecturer at the New York University Management Institute.

On a trip west recently I sat next to an elderly gentleman on the plane. We struck up a conversation, and before long were good friends. I learned that he owned a modest machine parts producing plant employing about 40 people.

Eventually the inevitable question came up.

"How's business?" I asked.

Strange how he was immediately on guard, but I got him to admit reluctantly that business was fine. He was showing a profit.

Do you know, he sounded almost ashamed to voice aloud that he was operating a profitable enterprise?

I've run into this so often lately, and it's hard to understand.

I asked him straight out: "Forgive me, but is there something wrong with making a profit? You seem to be apologizing for it."

He smiled thoughtfully, and confessed that he wasn't even aware he had been apologizing, but now that I had brought it to light he guessed I was right and didn't quite understand why.

So we talked about profits.

We agreed that in a free society profit is what makes the system work. In America *anybody* has the opportunity to make a profit if he can, and this is what gives a person, or a group of people known as a corporation, the incentive to do their best. If a person works honestly and diligently why shouldn't he be able to accept and gracefully acknowledge the reward of his labor — even if it's only money?

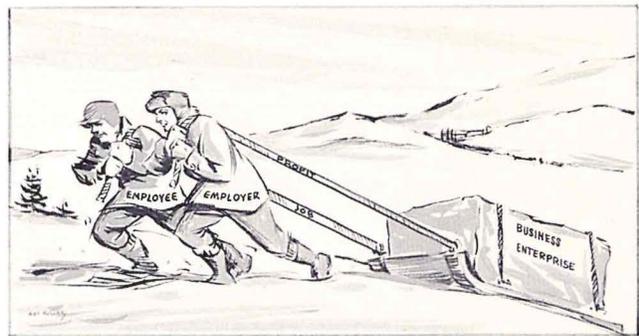
We philosophized a while on the subject of money, and decided that the *evils* of money have been so strongly stressed during recent years, people think there is something wicked about having an ample supply of it.

This concept has less foundation than a house

on stilts. Money isn't wicked at all if we use it sensibly and decently. It's only when we acquire money for the sake of money itself, or to wield power over others that it becomes evil.

On the other hand, look at all the good and beneficial things money, or profit, can buy: relaxation and education, help for people less fortunate than ourselves, even luxuries. There's nothing wicked about these either, if we earn them honestly, and use them wisely with moderation.

Even more important, in today's world struggle the word "profit" takes on a deeper and more significant meaning. It is the reason companies remain in business. Out of profits new and better tools are bought, depreciated equipment replaced. Profit permits regular employees to keep their jobs, and creates new jobs for new employees. It stimulates our country's growth.



That's why, in the face of shrinking profits on today's business scene, employers and employees alike must pull together to keep the profit line from buckling.

None of us can afford to turn away from this fact: Remove the profit factor, and you remove the incentive *and the ability* of a company to stay in business. Take away the profits and you take away the jobs.

Do this, and it's like saying to Mr. Khrushchev: "You're right, Nikita, free enterprise doesn't work, after all. Our business, our beliefs and our way of life should all be controlled by the state."

So when you really boil it down, we agreed, profit isn't a dirty word at all, but one of the finest in the English language from the time of George Washington right on up to the present, and, we hope, for years to come.

It must have been a pretty stimulating talk we had because the elderly gentleman grinned, and threw back his shoulders with new vigor.

"Sure I make a profit," he said, "and I'm proud of it!"



# YOUNG BUSINESS SPONSORED BY WHEELABRATOR

Members of the AYCO Junior Achievement group sponsored by Wheelabrator Corporation posed for this photograph prior to taking a guided tour through the offices and plant.

Once again this year Wheelabrator is sponsoring a group of 19 "Junior Achievers" representing eight high schools in the area . . . Mishawaka, Penn, St. Joseph, Riley, Central, John Adams, Washington, and Washington Clay.

The group has selected the word "AYCO" as their company name and has obtained an official charter from the Junior Achievement headquarters. Officers elected for the first half-year are: President, Michael Donaldson, St. Joseph's High School; Secretary, Sandie Suth, John Adams High School; Treasurer, Denise Darrow, Riley High School; Diane Wilsberg, John Adams High School, Vice President in charge of sales; and Phil Bennett, Central High School, Vice President in charge of manufacturing. A completely new staff will be elected to round out the second half of the business year, thereby spreading management experience over a broad group in the membership.

The product to be manufactured and sold is a combination letter holder and planter which will be useful and decorative. To finance the operations

initially, until the enterprise starts rolling, the group will sell 150 shares of stock at 50¢ per share.

The AYCO enterprise will be operated realistically along corporate lines, using modern methods and sound business principles . . . the objective being "to make a profit" for the stockholders. The group will buy all of its own materials, rent space and lease equipment at the JA headquarters in South Bend, pay salaries to officers, wages to workers, and commissions to its sales people.

A business advisory team from Wheelabrator Corporation will train and guide the AYCO group. These men are giving freely of their time and are to be commended for their spirit and keen interest in this endeavor.

Gordon Medlock and Alex Burgin are the sales advisors, Don Schrader is the production advisor, and Jerry Stewart is the management advisor.

The entire Wheelabrator organization admires the enterprising spirit and initiative of the new AYCO group and wishes them the best of success.

## QUESTIONS AND ANSWERS ON *Profit-Sharing*

- Q. Can my interest in the Trust Fund be transferred or assigned?
- A. No, no part of your interest in the Trust Fund can be transferred or assigned, in any manner, either by voluntary or involuntary act or by operation of law.
- Q. Must I pay Federal income taxes on my share of the Company's contribution?
- A. No, not in the year in which each contribution is made, provided that the Trust is qualified under the Internal Revenue Code. Settlement payments to Participants or their beneficiaries, upon and after termination of employment, will be subject to Federal income tax under the laws prevailing at the time that such payments are received.
- Q. Do I receive any benefits from the Trust Fund if I am temporarily granted a leave of absence?
- A. Yes, providing the Company officially grants you a leave of absence for military service, temporary dis-

ability, or other good cause. During an authorized leave of absence you will not be required or permitted to deposit savings in the Trust Fund, but you will participate in the Company's contribution for any year during which you received compensation, and your account will be credited or debited with your proper share of net earnings or losses of the Trust Fund and forfeitures from other employee accounts.

- Q. If I become permanently disabled and unable to continue working, what happens to my share in the Trust Fund?
- A. Your entire share in the Trust Fund will be paid to you in the same manner as if you had retired; i.e., all amounts you saved will be paid to you in cash within 60 days and all amounts contributed by the Company and other balances accumulated to your credit will be paid over a period up to five years, in the discretion of the Administrative Trustees, but in no case less than 20 percent each year.

# RECONDITIONING IS **BIG** BUSINESS

## Wheelabrator Plays Important Role in Developing Industry

In the last 10 years the reconditioning of a wide variety of metal parts and equipment has assumed an important role in the American economy. And Wheelabrator airless abrasive blasting has been an important reason for its development and steady growth.

During World War II, production of new automobiles and parts were severely curtailed. As cars became older, the need for replacement parts became urgent. Junk yards did a land office business in selling old parts just as they were taken off of old cars. Quality and dependability of the parts were uncertain. Gradually these auto parts dealers realized that reconditioning of the parts to upgrade their quality would add to their business.

As the volume of business increased it became apparent that the bottleneck of production was in the cleaning operation. Wheelabrator blast cleaning soon became the accepted cleaning method for removing rust, scale, old paint and other corrosion from auto parts.

As this industry grew, Wheelabrator's market expanded. Today over 300 auto parts reconditioners have installed Wheelabratrors to clean brake shoes, water cylinders, assemblies, clutch discs, fuel pumps, water pumps, transmission and differential gears — as well as many other miscellaneous parts.

Although the auto parts reconditioners make up a large percentage of our reconditioning market, there is a wide range of other users in this business.

Water meters, steel drums, gas cylinders, oil and gas pipe lines, ammunition, theatre seats, floor cleaning machines, generators and armatures, valves and pipe fittings, bicycles, and railroad cars are also reconditioned and returned to use. Wheelabratrors play an important role in their transformation into a good-as-new product.

In many of these applications, the parts undergo a number of processes during reconditioning. Dents in corroded steel drums, for instance, must be straightened out and after cleaning, the drums must be repainted.

This brings to point one of the major advantages of Wheelabrator cleaning. The blasted surface finish is ideally suited for the application of paint or other protective coatings. As a result, these parts sometimes stand up much better after reconditioning than they did when new. This is because coatings are not likely to flake, blister, or crack after being applied to a thoroughly cleaned surface, such as the one resulting from abrasive blasting.

In summary, our pioneering efforts with reconditioners have paid many dividends. We have shown the industry how to reduce costs and expand operations . . . at the same time, we opened up a whole new market for Wheelabrator blast cleaning machines and steel abrasives.



## MAKE APPLICATION NOW FOR PURDUE AND NOTRE DAME Scholarships

Thinking of college for your son or daughter . . . or yourself if you are under age 25? Then it is time to apply for the scholarships that Wheelabrator offers at Purdue and the University of Notre Dame. Remember, the deadline is January 1, 1962 . . . so see the Personnel Department NOW, before it is too late.

To review a bit: each scholarship is worth \$1000 per year to the successful applicant. The award is subject to renewal each year by the Board of Directors of Wheelabrator Corporation upon recommendation of its Scholarship Committee. A maximum of four years or \$4000 in scholarship benefits may be obtained by each award winner.

The selection of winners rests entirely with the scholarship committees of the two Universities. Primary consideration is given to Wheelabrator employees and the sons and daughters of Wheelabrator employees. Scholarship winners are announced on or before June 1st of each year.

The prescribed courses for the Purdue scholarship are Engineering and Physical Sciences . . . for the Notre Dame scholarship — Engineering, Physical Sciences or Commerce.

Ultimate winners are determined on the basis of: ability to meet college entrance requirements, scholastic record, moral character, financial need, seriousness of purpose, and prospect for successfully completing college work, qualities of citizenship, and general aptitude for the college courses selected.

The Personnel Department will be glad to answer any questions you may have about the Scholarship Plan and will supply you with the necessary forms with which to make formal application. See them without delay . . . the deadline is January 1, 1962.



### NEW EDITOR

Welcome to the new PARADE editor . . . **Robert T. Wall** who assumed his new duties on November 13.

A native of Chicago, Wall comes to Wheelabrator from Model Engineering Corporation of Huntington, Indiana, where he served as Publications Editor. He also wrote free lance feature articles for "Our Sunday Visitor". Prior to Model, he had been a General Assignment Reporter-Feature Writer with the Fort Wayne Journal-Gazette and part time City Editor on the Allen County Times, New Haven.

After being graduated from Indiana University (January 1959) with an AB degree in Journalism-Science, he started his professional career with the Decatur (Indiana) Daily Democrat.

A graduate of Pullman Tech High School, Chicago, he is married to the former Gail Willis of Alexandria. The Walls have two daughters, Laural and Lynn.

During the Korean Conflict, he served as a Tail Gunner on a Combat Ready Crew, RB-36, at Fairchild A.F.B., Washington, and was honorably discharged in March, 1955.

With his extensive writing experience, Bob is well qualified for this new position. The entire organization extends him a hearty wish for a successful association with Wheelabrator.

## 6 TIPS ON HOW TO BE A BETTER WINTER DRIVER

Here are six quick tips from the National Safety Council on how to be a better winter driver:

1. Winterize not only your car, but your driving technique and your attitude, as well. Normal speeds often are too fast for winter conditions. When weather's bad, slow down.

2. Have good tires — preferably snow tires — and for more severe conditions, use reinforced tire chains.

3. Keep your windshield and windows clear, and wiper blades, heater and defroster in proper operating condition.

4. Get the feel of the road as soon as you start out (but away from hazards or other cars). By cautiously trying your brakes or gently pressing your accelerator, you can learn how slippery the road is. Then adjust your speed accordingly.

5. Keep well back of the vehicle ahead to give yourself plenty of room for an emergency stop. Following too closely is doubly dangerous on winter roads.

6. Pump your brakes to stop quickly on icy roads. Jamming on the brakes will throw the car into an uncontrollable skid. The trick is to slow the car by rapid and intermittent brake applications and at the same time, maintain rolling traction that gives steering control.

"There's nothing much you can do about winter weather — except be prepared for it," the National Safety Council said. "Snow and ice, combined with early darkness, frequent snowstorms and spattered windshields, help cause the high auto death and injury toll in the winter.

"Seat belts, a must whenever you drive," the Council said, "are especially valuable in winter."

"But nothing," it emphasized, "protects a driver as much as being prepared for the added hazards of winter driving."

# WHO'S WHO

**ANNIVERSARIES:** Two Wheelabrator employees have now reached the 25-year mark with the Company.

Walter Myers.....Steel Shop  
Ed Ernst.....Plant No. 2

Four others have accumulated 20 years of service:

Louis Draving.....Machine Shop  
Wenzel Van Keuren.....Stockroom  
Lawrence Bickel.....Stockroom  
Myron Yoder.....Purchasing

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**RETIREMENTS:** Edna Golba, Customer Service, after 15 years with Wheelabrator retired on October 13. She and her husband are moving to Florida.

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**TRANSFERS:** Carol Abbiehl Vandygriff, formerly in Engineering, has assumed the duties of retiree, Edna Golba. Wanda Stutzman is now Harold Schulte's secretary. LaNelle Martin transferred from Sales to her new job in Dust & Fume as secretary to Ken Blessing. Janet Patus, Sales, divides her time between that department and Office Services where she operates the Autotypist machine.

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**IN MEMORIAM:** Ed Nordman who passed away on October 16. He was an 11-year veteran at Wheelabrator. His last job was as a maintenance man in Plant No. 2.

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**NEW RESPONSIBILITIES:** Charles Morfoot, Market Analyst, has expanded his activities to include supervision of Office Services. He will be in charge of personnel and facilities in the Mail Room and Stationery Stores, Telephone Services, and the Lobby.

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**FIELD FORCE:** Rick Yates who recently completed training at Mishawaka has been assigned to the East Central Sales Region as Field Engineer. He will take over the territory formerly handled by Joe Janush who has moved back to the Mishawaka Office to join the Market Development Group.

Jim Harriman is taking over the territory in the West Central Region vacated by George Jones who is now Manager of Abrasive and Long-Lyfe Parts Sales. Don Kring has replaced John Keller in our home office service organization. John has been reassigned to the Engineering Department.

Steve Marcus has been assigned to the Saginaw, Michigan, area. Don Bender has taken over Steve's former territory in Southern Indiana.

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**DUST & FUME CHANGES:** Len Nelson, Fabric Products Manager, has joined the staff of our new division, W. W. Criswell Company, Riverton, New Jersey, manufacturers of cloth filter fabrics.

# WHAT'S NEW

Harold Schulte, Chal Cline, and Alex Burgin spent a two-week period, November 5-17, in Europe, attending a technical session hosted by our licensee, George Fischer, Ltd., Schaffhausen, Switzerland. A mutual exchange of technical know-how featured the session. Included in the program were visitations to important Wheelabrator installations in Belgium, Germany, and Switzerland, together with an inspection of our new Wheelabrator Steel Shot plant at LeCheylas, France.

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George Pfaff, Director of Marketing, was elected a director for a three year term of the Foundry Equipment Manufacturers Association, Inc., at its 43rd Annual Meeting held at the Greenbrier Hotel, White Sulphur Springs, West Virginia, October 19-21. The following week, he served as a technical session chairman at the 14th Annual Metals Casting Conference held at Purdue University.

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Thanks to all employees, Wheelabrator was able to make an over-the-goal pledge of \$17,571.40 to the 1962 United Fund Torch Campaign. This represented an average employee gift of \$21.56. As a result of this support, the 35 health, youth, and family agencies will be able to provide needed services for the people of our community during the coming year. Robert Pherson and Robert Leliaert were co-chairmen of this year successful drive.

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Again, Wheelabrator's worldwide reputation and leadership are recognized in the fact that during the last six months of this year we have shipped four Wheelabrator leaf spring peening machines to four different spring plants in Argentina.

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Cooperating with the American Society of Tool Engineers, South Bend Chapter, in their "St. Joseph Valley Manufacturers Night" dinner program, at the Laurel Club, September 19, Wheelabrator presented an attractive display that was seen by more than 200 visiting Tool Engineers in the Michiana area including several of our engineers. George Lieser represented Lord Chemical and Equipment Division of Wheelabrator Corporation.