

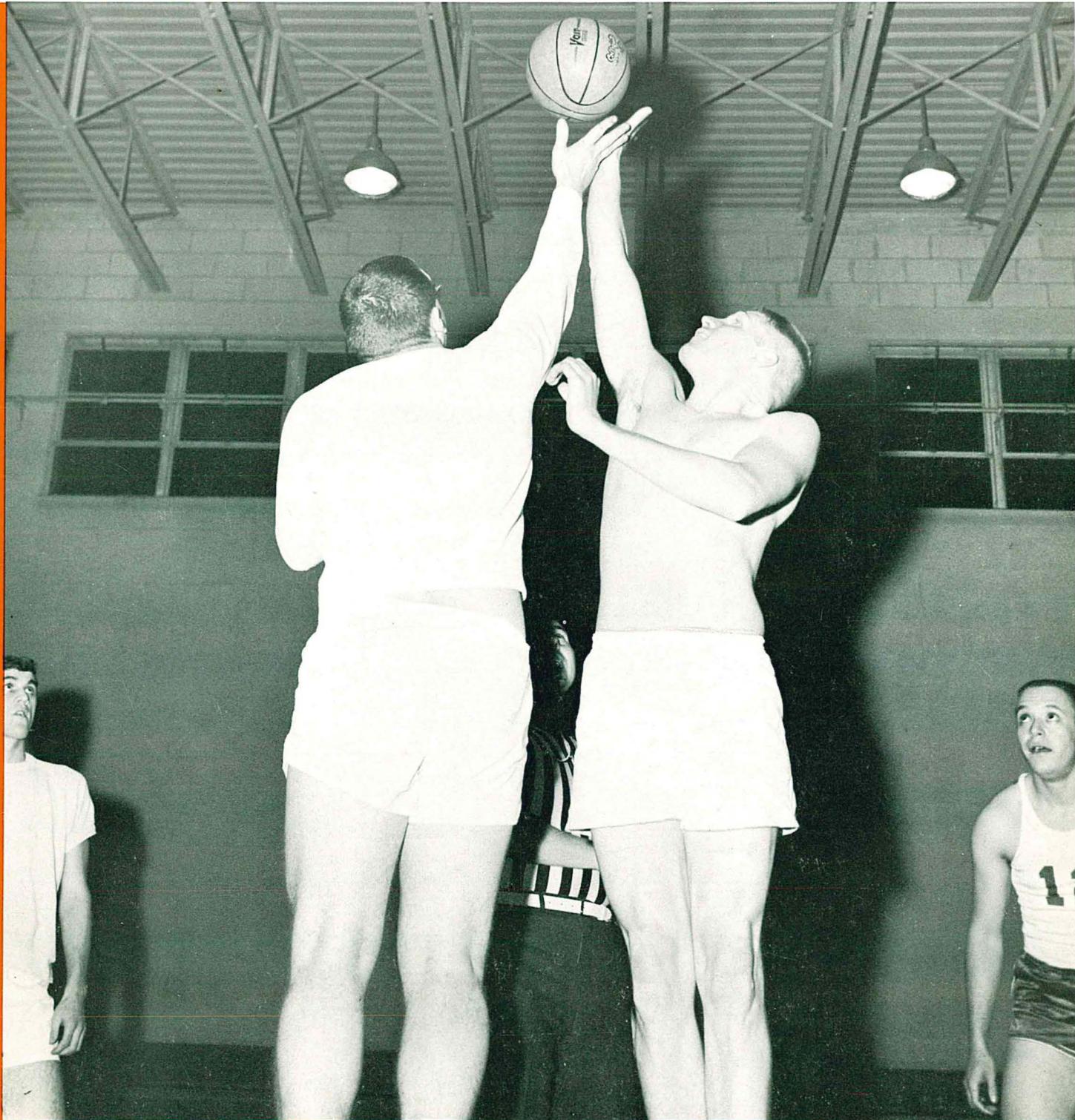
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1964

WHEELABRATOR

parade



PROFIT-SHARING REACHES ALL-TIME HIGH

PROFIT-SHARING TRUST FUND

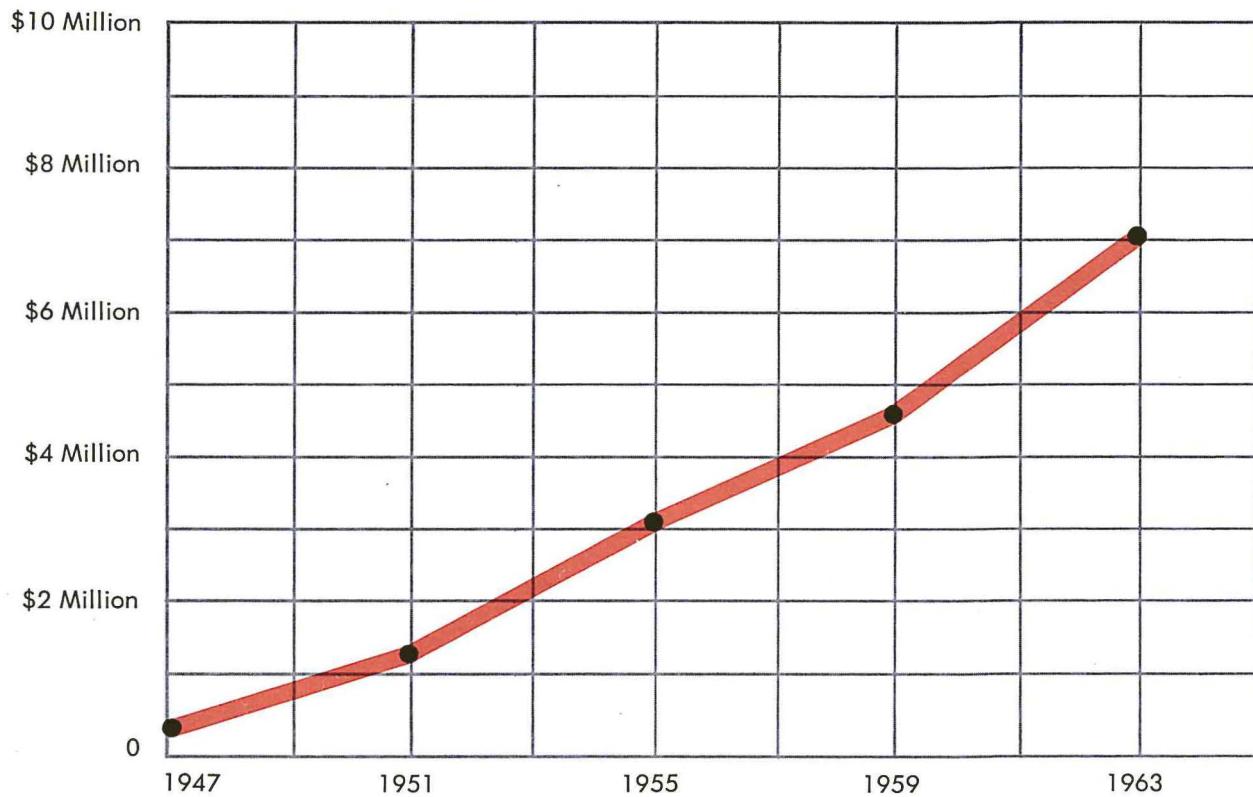
Company Contributes \$292,973 and

The Company contributed \$292,973 to the Profit-Sharing Trust Fund for employees from profits on the operation in 1963. This figure ranks ninth high in the 17-year history of Profit-Sharing.

Amount of Fund earnings distributed to eligible employees was \$200,697, an increase over the 1962 figure of \$184,341. This figure is a factor, along with the Company contribution, in computing the individual statements.

Total accumulation of the Fund went over the \$7 million mark for the first time, with a figure of \$7,001,993 reported.

GROWTH RATE OF EMPLOYEES' RETIREMENT FUND



REACHES ALL-TIME HIGH

Fund Earnings Increase

... a Sense of Security

Security is a difficult word to define. It means different things to different people.

To some, security is owning a home . . . planning an estate for retirement . . . having a reliable job . . . providing an education for the children . . . or a combination of these and other material items.

Authorities, however, say that security is basically an intangible thing . . . a state of mind, or an emotional feeling with most people. They refer to it as a "sense of security." They also say it can be gained from interaction in the home, the church, the society, and the work place.

It is because of the latter factor that most companies strive to provide their employees with steady employment, good work conditions, fair pay for consistent output, and other so-called fringe benefits. A well-adjusted employee with a normal amount of a "sense of security" tends to be a productive employee.

Wheelabrator Corporation, for example, has a good record in this department. Most employees

consider Wheelabrator a "good place to work." This is why employment turnover is nominal and one of the best in this area.

One of the integral factors in making it a "good place to work" is the Company's Profit-Sharing Plan. There are a number of other factors involved, of course, but Profit-Sharing seems to register quite high on the list of desirable employment features.

Since its inception in 1947, Profit-Sharing has not only grown in size and in its influence on a sense of security, but it has also grown in reputation. Many employees now feel the importance of this Plan.

Employees, too, are able to see (in their annual Profit-Sharing statements) the material part they have in the Plan. With this as a guide over the years, employees can, with a fairly accurate prognosis, visualize what their financial status will be when they retire.

To be able to do this is a vital part of obtaining a true sense of security.

ON THE COVER

Members of the WCAA basketball league portray action of the Profit-Sharing Trust Fund by going higher and higher on a tip-off.

Helping to personify the chart at the left are John Keller and Leo Daggy jumping for the ball being tossed up by referee Frank Walker. Alertly awaiting results of the tip are Larry Eberly, left, and Nelson Hill.



WHEELABRATOR PARADE

Vol. 23, No. 1 January-February, 1964

Editor — Robert T. Wall

Published for Employees of
The Wheelabrator Corporation
Mishawaka, Indiana



A Review and A Forecast

Predicting the future can be risky business, but armed with a number of significant and reliable facts I feel safe in saying 1964 will be another good year for the Company and its employees.

As you probably read in the local newspapers around New Year's Day, many of the area's corporations are forecasting fairly rosy outlooks. In my report, I cited a 4% increase in sales as likely for Wheelabrator.

But what does this rosy prediction mean to you, the employee? Basically it means that the outlook on profits is quite stable, and we will endeavor to maintain the line on costs to make the profit picture look even better.

As you will note your individual Profit-Sharing statement for 1963 is quite similar to the 1962 statement. This means that we nearly equalled the profits made in 1962 despite the rising costs from nearly all facets of the operation, including labor, materials, and taxes.

Another of the many factors which determine how well we will do in 1964 is our backlog. This has been strong and the carryover in 1964 helps continue our steady employment. In fact, during 1963 we added more than 20 workers to the rolls.

In recent months we provided space in the Steel Shop for a Lorco assembly line. Real and anticipated growth in this division prompted the move. Sales volume of Lorco's vibratory finishing equipment has doubled since the operation was moved here two years ago. Much more growth is expected from this division.

Blast equipment continues to broaden its markets and enter new ones. Besides keeping our share of current markets, such as foundry, rubber and plastics, steel mill, structurals, and others, we are constantly striving to expand these.

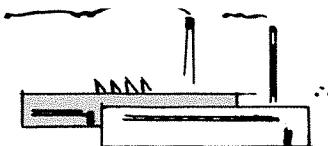
The recent development on the Rubber Deflashing equipment is an apt example. Research and Development came up with a method of drastically reducing operating costs for rubber products manufacturers with mechanical deflashers. This market should be a good one for us, and once again shows how important R & D is to the Sales Department.

You may have noticed also that the Company now appears on the American Stock Exchange. The Wheelabrator Corporation is a new company comprised of Twin Industries Inc., Buffalo, New York; Balcrank Lubrication Company, Cincinnati, Ohio, and us. Further explanation of this transaction appears in another article in this issue.

And Wheelabrator made its fourth step forward onto the international marketing scene with the formation of Indabrator Ltd., Bombay, India. We will share the responsibility of this corporation with a prominent Indian industrial firm, the Indian public, and the firm which owns our British licensee. A story on what this means to you also appears in this issue.

All in all, 1963 was an interesting and progressive year for all of us at Wheelabrator. We can all look forward to the same or better measures of success in 1964.

James F. Connaughton
President



Editor's Note:

Announcement of the merger of Twin Industries with the Wheelabrator Division and Balcrank Division of Bell Intercontinental has provoked several questions from employees here. This article is designed to answer these questions.

How the Merger Affects Us

Twin Industries of Buffalo, New York, Balcrank of Cincinnati, and Wheelabrator of Mishawaka each became separate operating divisions of a newly formed corporation, The Wheelabrator Corporation.

As a separate division, each will continue to operate independently of each other. Wheelabrator, for example, will continue to manufacture its broad line of industrial equipment and supplies; Balcrank will continue to manufacture service station pumps and other supplies; and Twin will continue to produce a variety of components for the aircraft industry.

The Profit-Sharing Trust Fund for eligible employees of Wheelabrator Corporation, Mishawaka, is not affected. Profits made by Wheelabrator will continue to be shared on the same basis they were prior to the merger. This is clearly outlined in the Profit-Sharing booklet.

Several changes, however, were effected by the merger. James F. Connaughton will assume new duties as President and chief executive officer of The Wheelabrator Corporation. He continues as President and chief executive officer of Bell, and will continue to make his headquarters and home here.

Another significant change was the listing of the new corporation on the American Stock Exchange.

These are the major changes as they affect Mishawaka personnel.

In the way of background information, the merger was approved by the Bell board of directors early in October, and the American Stock Exchange authorized the listing of the new corporation on November 8.

The merger resulted when Twin Industries purchased Wheelabrator Division and Balcrank Division of Bell, and Bell in turn received 80 per cent control of the three firms involved in the merger. All three firms will now benefit from the sound management practices of the parent company.

The True Sport of Kings . . .

FALCONRY



Mike Jones of the Steel Shop office holds a Goshawk he is training for the hunt. Mike has been active in falconry for nearly 10 years, and has trained four hunters.

By MILFORD GARDNER

Two hundred years before the birth of Christ, the art of falconry was popular sport among high nobility, and only those with royal blood were allowed to own a hunting falcon. Possession of a falcon by a commoner meant beheading.

Today, falconry is fast becoming a popular form of hunting. And even average type sportsmen are taking up the sport. They find out quickly that it is not a simple sport, but one requiring much patience.

Mike Jones of the Steel Shop office, for example, has trained four birds in his pursuit of rabbits, pheasant, quail and other ground game. He explains how he does it:

A real falconer captures his own bird and trains it. Falcons and hunting hawks are caught by pitching a sheer gauge tent-like trap baited with a pigeon on a string. When a Goshawk or peregrine

falcon is within a couple of miles of the trap, the trapper pulls the string, moving the pigeon. The falcon attacks the prey, and zooms right into the fine meshing and is caught, but leaving the pigeon unharmed.

"And they do zoom." Mike has clocked a falcon 2½ miles from a trap and in less than a minute the bird is entangled in the netting. That is about 180 miles an hour. Some wild falcons have been clocked in excess of 200-300 mph in dives.

Once caught, a falcon must be taught to eat the raw meat you offer. Some refuse to eat, and die. Those that accept the food are well on the way to being trained.

The next step is to cut their weight, ounce by ounce, and to make them come to you when hungry. Some trainers use a whistle when it's feeding time, and the bird becomes conditioned to that whistle.

Next, the bird is allowed to fly a few hundred yards on a rope. You whistle, and he returns for feeding. Then you let him fly loose, and whistle. If he obeys, you've got a hunter. If not, you've got an empty nest.

A trained falcon will wait on the trainer some 500 to 1,500 feet in the air while game is being flushed. Once the game is flushed, the hunt is on. And from Mike's reports, the thrilling dives of the falcon are as traditional as the sport itself.

Mike recently joined the newly formed North American Falcon Association, and hopes to attend its next conclave in South Dakota. If all goes well, he will join a host of other falconers in the true sport of kings.

MARGARET HADAWAY SCHOLARSHIP ANNOUNCED BY JULIANNA CLUB

Members of the Julianna Club have established a scholarship fund in the memory of the late Margaret Hadaway, long-time employee and member of the club.

To be known as the Margaret Hadaway Scholarship, it will be given annually in the amount of not less than \$200. The award will be granted to a high school girl graduate of (1) any Wheelabrator Corporation employee's daughter, or (2) a company female employee, or (3) any girl graduate chosen by the honor and awards committee of Mishawaka High School.

In detailing the scholarship program, the committee listed rules of eligibility which include the renewable grant clause, providing the recipient maintains a cumulative average in line with high academic standards.

Deadline for applications is March 1, 1964.

Scholarship committee members are Mrs. C. C. Bodine, chairman; Mrs. M. C. Duncan, Mrs. S. R. Stebner, and Mrs. Norbert Rethlake.

Miss Hadaway, who joined the Company in March 1926, had served most of her career as an executive secretary. She was also one of the original employees who worked in Mishawaka when the firm moved from Chicago in 1926. She died in June 1963 after a short illness.

In announcing the scholarship at its annual Christmas party, the appointment of new officers also took place. Those elected were:

Mrs. Kenneth Vergon, president; Mrs. G. G. Forbess, vice president; Mrs. Henry Biesbrouck, secretary-treasurer, and Mrs. Raymond Boehlein and Mrs. Kenneth Heston, board members. Mrs. Rethlake, as outgoing president, remains on the board.



Officers of Julianna Club, 1964, smile prettily after the announcement of their election at the Indiana Club. Seated left are outgoing president Mary Lou Rethlake, and Hildreth Boehlein, board member. Standing are, left to right, Del Biesbrouck, secretary-treasurer; Martha Heston, board member; Jean Vergon, president, and Laura Forbess, vice president.



A GREAT-GRANDMOTHER RIDES FOR A LIVING

Nineteen years ago, Mrs. Eva Copp's ambition was to be the first grandmother at Wheelabrator to ride a fork lift truck for a living.

But she's done herself one better. She's the first great-grandmother to do this at the plant, and perhaps the first in the country.

Eva started driving her "jeep" during World War II when the manpower shortage became critical at the plant. She learned her job so well that when the G. I.'s returned home after the war, she kept her job.

With Blanche Null, who now works in the stockroom office, they made a winsome duo during the war years and later as the only women lift truck operators. Others have come and gone, but Eva just keeps driving along. Although Blanche has retired from the "jockey" profession, Eva says, "I just love it and wouldn't quit for anything."

Eva's daughter, Mary Birtwhistle, has a daughter, Sharon Spazitta. Sharon gave birth last April to Kirsten Lor Spazitta, and that made Eva a great-grandmother with a unique occupation.

What's next in store for this female Barney Oldfield?

"In six years, I'll be eligible for retirement, and by that time I'll have done all the driving I would want to do. As they say in the bus commercials, I'll leave the driving to someone else . . ." according to Eva Copp.

Maintaining Abrasive

A

TEAM PERFORMANCE

By CHARLES MORFOOT

In 1963, WHEELABRATOR again outsold and outproduced all other steel abrasive manufacturers. This same achievement has been accomplished over the years despite the competitive efforts of four major steel abrasive producers and many iron abrasive manufacturers.

WHEELABRATOR'S continuing leadership is a direct result of true Team performance.

Members of this team are the Steel Shot plant where our high quality abrasive is manufactured; our metallurgical laboratory where each heat of steel is analyzed to make sure it conforms to our standards; our Field Sales force who sell on a continual service basis; the Advertising Department who keep Wheelabrator Steel Shot and Grit in the forefront of our customers' thoughts; and the home office Abrasive Division who assist in coordinating the activities of all team members from order entry through sales analysis.

The manufacturing operation is headed by Clyde Conley. He and his production group follow the manufacture of Steel Shot and Steelets from each charge of the electric arc furnaces through the shotting process; through heat treating and quenching; into the cooling operation and thence, into the screening and cleaning operations after which they are packaged and ready for shipment. They schedule their production and manage their inventory so they are able to ship the required sizes on the proper date to meet our customers' production requirements.

The Metallurgical laboratory, supervised by Charles Carlin, checks each heat of steel to make sure that it conforms to rigid chemical standards and is of uniform hardness. The life of all abrasive is checked in a special breakdown tester correlated to a full scale blast machine. This group continually conducts research and development on shot to enable us to stay abreast of all new developments

within the industry. They further cooperate extensively with the home office and the field force in conducting and reporting tests on field samples.

The field sales force is basically responsible for our continued leadership in sales and promote our product on a continual service basis. These men are trained to know equipment and processes as well as abrasives. They assist the customer in maintaining and properly adjusting his blast equipment and help to establish effective record systems and controls to evaluate cleaning perform-

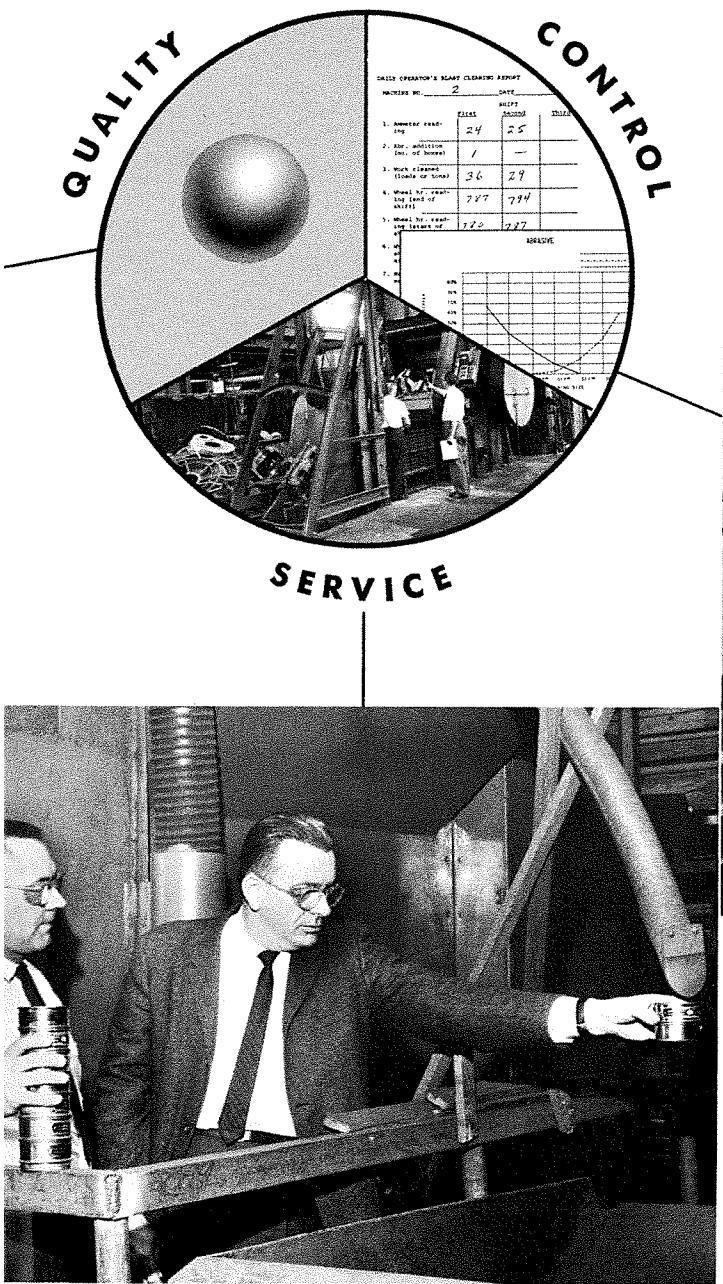


ance. Through this manner of selling, they determine that the customer is getting optimum usage of his abrasive at the most economical cost.

The home office, Abrasive Division, which is headed by George Jones, is the hub of the operations of all team members and assists in coordinating their activities.

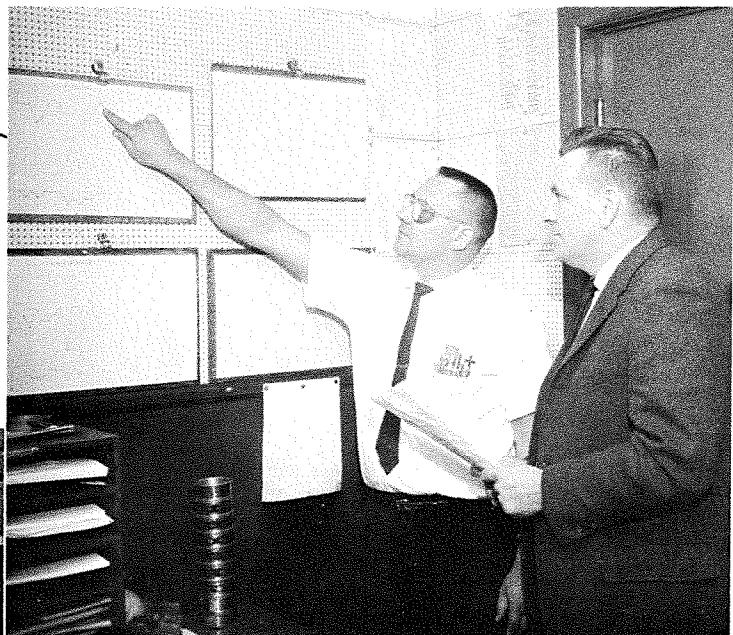
Within this division, Ann Sawyer and her staff enter orders (always ascertaining that the customer is ordering the proper size and type); make

Sales Leadership



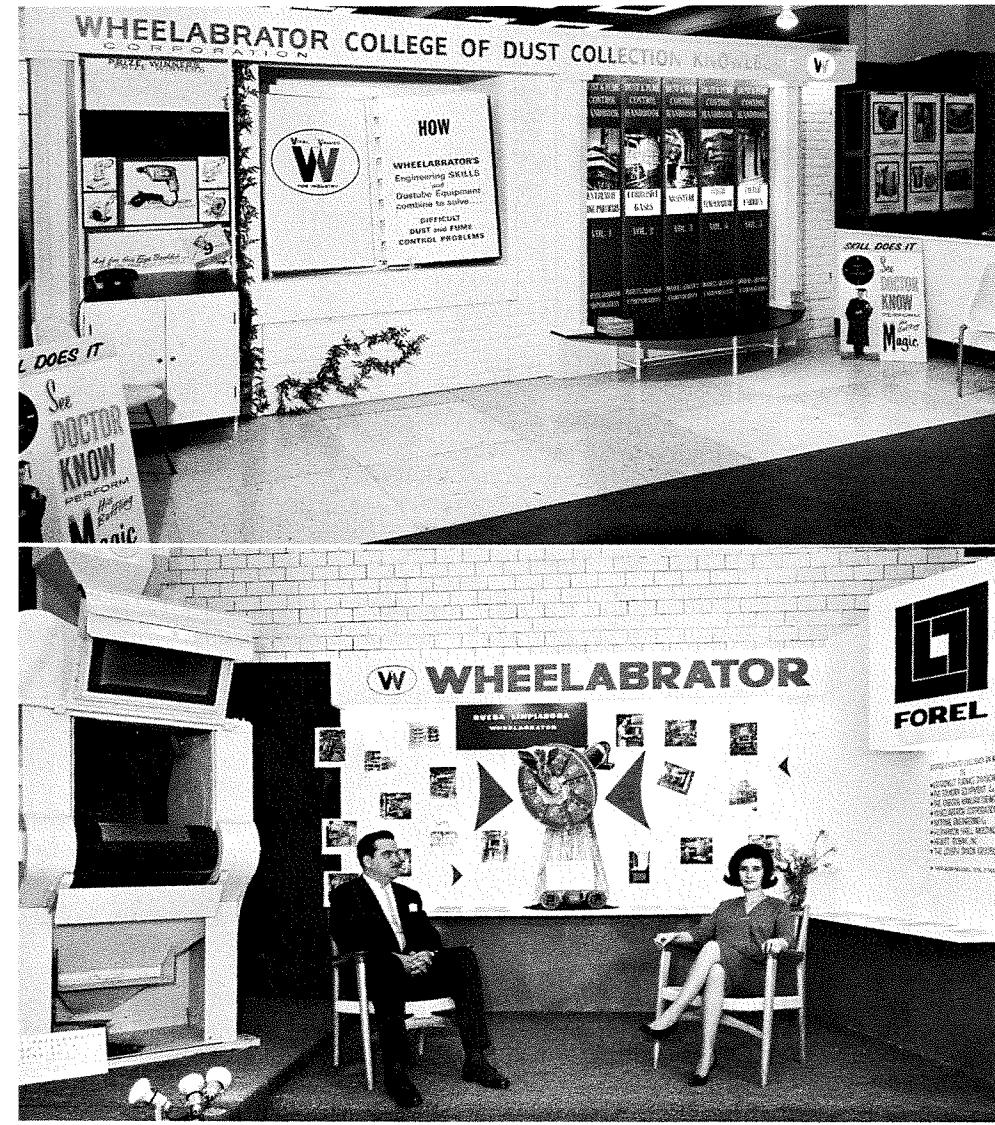
quotations to customers and keep three phones humming answering customers' and salesmen's calls on a wide variety of subjects. Many of these calls require research which ultimately lead to letters, memos and reports. These must be prepared and typed and this production is sandwiched in their busy schedule.

Jones and his staff maintain a close daily relationship with both field men and customers. Samples of abrasive arrive; are tested at the metallurgical lab; and the results are then returned to this



group for reporting to the field. Records are kept on all abrasive accounts with special emphasis on customers in certain quantity and size classes.

Field trips are common to these men who provide sales back-up by assisting at in-plant training sessions in customers' plants; attending trade shows; and, in general, conduct a variety of sales promotions.



NEWS

Wheelabrator recently participated in two industrial trade shows. In the top view, the exhibit at the Chemical Show at the New York City Coliseum is shown. The bottom view is a scene at the Foundry Show in Mexico City.

Members of the Supervisors Club met at the Morris Park Country Club for a holiday party. Shown at the party are C. V. Britton and his wife, Remi Slos and his wife, and Mr. and Mrs. Norman Burch.



AND VIEWS

Carrying on a Company tradition, Personnel Director Ray Steele presents Jackie Shupert, of Sales, a turkey and ham for the Christmas season. More than 1,000 employees received the gifts.



At the recent WCAA stag, prize winners happily display their loot. Lou Cookie, second left, won an electric razor, and Len Shiprek, second right, won poker accessories. Omer Boembeka, left, and Don Van Ooteghem were two WCAA board directors working at the event at DeAmicis.

The annual WCAA-Union Christmas Party brought out a record number of employees' children to River Park Theater where 1½ hours of cartoons were supplemented by candy, popcorn, and gifts for all. Lynn Wall, Danny Barnes and Elaine Boembeka smile their delight as Ed Hixenbaugh, of Local 995, and Al DeGeeter, of WCAA, offer the youngsters a toy.



Roper Named Chief D&F Engineer; Jordan Moves to Engineering and Swardson Becomes Service Manager

President James F. Connaughton, in a move to strengthen and improve coordination of Engineering functions, has appointed George W. Roper as Chief Engineer of Dust & Fume Control Division, and Phil R. Jordan as Supervising Engineer of special blast design section.

Donald Swardson, formerly Director of Abrasive Sales in Europe, will replace Jordan as Manager of Customer Services.

In his new duties, Roper will head both the Application Engineering Section and Dust Collector Production Engineering. Formerly Chief Project Engineer in the Division, Roper is a mechanical engineering graduate of Purdue University.

Roper joined the Division in 1946 as Project Engineer after serving in World War II as an Air Corps major. In other capacities, he has served the Company as Customer Service Manager, and Chief Project Engineer.

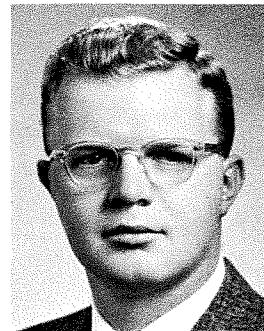
Jordan, also a Purdue mechanical engineering graduate, joined the Company as a Proposal Engineer in General Products. A Navy Lieutenant during



G. W. ROPER



P. R. JORDAN



D. SWARDSON

ing World War II, Jordan is past commander of an organized Naval Reserve Surface Division.

Swardson, who attended Park College, started with the Company in 1956. He has served as Abrasive Engineer, Abrasive Specialist, and Manager of Abrasive Sales.

FIRST AID IS IMPORTANT

By BETTY LEYES, R. N.

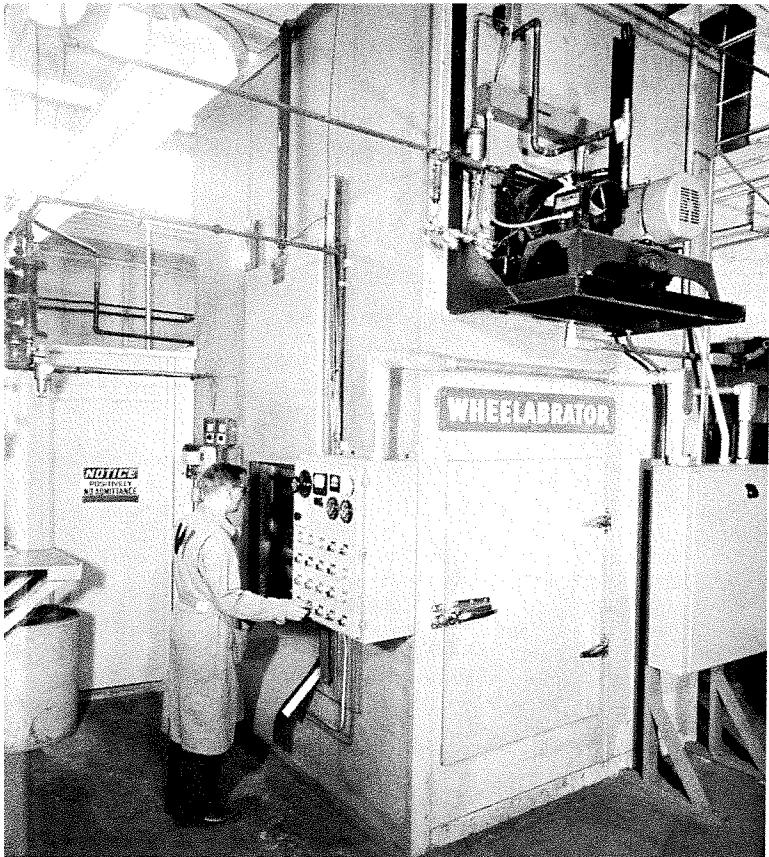
"An ounce of prevention is worth a pound of cure" is literally true in the early treatment of any injury. In the case of what may appear to be only a slight laceration or abrasion, the early treatment and correct care may save much discomfort, hours of soaks, treatment by antibiotics, and of great importance, man-hours lost.

Any laceration or abrasion should be thoroughly cleansed with soap and water, any foreign particles should be removed, and an antiseptic such as merthiolate or Bactine and a dry dressing applied. Application of an antiseptic to a wound that is not properly cleansed does not insure you against infection.

The same expediency applies in a bruising injury. A pinched finger, a bumped leg, or similar bruise indicates cold soaks or applications. This will lessen the swelling and resulting discoloration to any bruise and promote quicker recovery.

Punctures to the skin by any foreign object, a pencil point, a sliver, steel or wood, should receive immediate care. In most cases of punctures that are deep or dirty, a check must be made for the necessity of tetanus immunization.

These are just a few examples of why your Company has provided its employees with a well-equipped and well-staffed First Aid Department.



Robert Hatch, R & D Application Engineer, operates the Rubber Deflashing machine equipped with the new Frigibrator unit. The new unit eliminates use of costly carbon dioxide and liquid nitrogen in the deflashing process.

A major development in mechanical rubber deflashing was previewed in early January at a press conference in Mishawaka. The new freezing unit — a FRIGIBRATOR — is an application of modern cryogenics to improve efficiency of the deflashing process.

With the FRIGIBRATOR, the deflashing operation undergoes a drastic reduction in cost by eliminating the use of costly CO₂ or liquid nitrogen. The new mechanism, developed by Research and Development with major contributions from Ray Leliaert, assistant R & D director, uses air to freeze the flash, or the part on the rubber product that isn't wanted.

Wheelabrator pioneered the refined mechanical rubber deflashing, introducing the first machine three years ago. The machines, more than 45 in the field, are used by producers of molded rubber parts to remove the excess rubber from O-rings, gaskets, and many other moldings. This equipment replaces hand trimming, barrel finishing, and other time-consuming and expensive methods.

Parts to be deflashed are placed in the machine until the flash reaches brittleness, or the frozen

FRIGIBRATOR SUCCESS STORY

state. The load is then tumbled in the Wheelabrator and blasted by tiny metal pellets. The impact of the abrasive removes the brittle, excess rubber without damaging the unfrozen product.

Basically, the Rubber Deflasher is a Tumbblast machine built within an industrial refrigerator. Original designs used carbon dioxide to freeze the flash. Wheelabrator then introduced liquid Nitrogen to deflash silicone and extremely low temperature organic compounds. CO₂ is effective on compounds that embrittle at minus 80°F, while liquid Nitrogen is used for reaching lower temperatures.

FRIGIBRATOR, however, uses sealed coolants to chill air to the desired low temperatures. This chilled air is circulated in the deflashing chamber to freeze the flash rapidly and economically. Wheelabrator deflashers using the FRIGIBRATOR unit are expected to reduce operating costs for a large volume of producers of molded rubber parts.

The unit is available for installation on current rubber deflashers, and can be purchased or leased.

F. D. Watson, Rubber and Plastics Industry Specialist, and R. M. Leliaert, Assistant Director of Research and Development, flank Ben Kotscher, Editor of *The Rubber Age* magazine, as the trio inspect results of the new Frigibrator Rubber Deflashing unit.





Passing PARADE

Paul and Alberta Kaufman are sporting a new Thunderbird. One gadget Paul likes is a buzzing sound that goes on when the gas tank nears empty. He says he had it put in especially for his wife . . . **Jim Marsh** and family vacationed in Canton, New York, visiting relatives. Then they toured Ontario, Canada and the Adirondacks. One bad part was the cool temperatures — 20° below . . . Beth Ann, born December 6, makes two girls in the **Dave Rogers** family. She weighed 5 pounds, 2½ ounces . . . Jim O'Keefe paid a surprise visit to the Engineering vault. A graduate of St. Edward's College, Austin, Texas, he is now teaching Health and Physical Education at Elm Road School . . . **Lonnie Comegys** and **Curtis Reid** transferred from Dust and Fume to Lorco. Curt also received an invitation from Uncle Sam to report for his physical January 9 . . . **Jerry Smith**'s wife gave birth to a 7 pound, 3¾ ounce girl December 8. Tamara Ann has five brothers at home . . . Leila Sue, weighing 8 pounds, 9 ounces, was born December 14 to the **Sam Hourani** family . . . A few New Year's resolutions have been made in Engineering: **Carl Smith** is starting on a new foolproof diet; **Nelson Hill** is never going to get in another football pool; **Pat Robertson** resolves not to check out the Julianna Club candy supply in the Vault, and **Jim Bowers** is going to restrict himself to one Coke a day, instead of the usual five or six . . . **Pat Nagy** sure has it made since his fiancee started working for IBM. She gets out five minutes before he does, and starts the car and heater going before he gets there. **Sharon Mostaert** is the lucky gal.

(Pam Savadori, Engineering)

We have a new glow in the Credit Department caused by the engagement ring on **Carolyn Powell**'s finger. Carolyn and Craig Grant plan a wedding sometime this summer. Craig attends Purdue . . . **Joan Schue** and family are resting much easier now that her father has had successful heart surgery at Mayo's and is doing well . . . We missed **Del Canarecci** on her business trip to Pittsburgh, and we all miss the smiling face and cheerful words of **Harold Anderson** who has been transferred to W. W. Criswell Division in Riverton, New Jersey . . . **Jim Donlan** and family spent a wonderful vacation in Phoenix, Arizona, visiting Mrs. Donlan's family. Too bad they had to miss all that snow while they were away . . . Pat Sullivan, daughter of **E. T.**, spent 2½ months touring Europe. She dropped in on **Dave Hysinger** and family in Paris and also the **Bob Rordan** family in Switzerland. Patty also saw Ireland, Italy, England, Wales, and I am sure she enjoyed Germany most of all where she spent some time with her brother, Tim,

Bernard Kronewitter, center (with trench coat), accepts a farewell gift from co-workers in Fabrication Division of the Steel Shop. Ed Hixenbaugh presented the gift for his co-workers. Bernard retired after 12 years service.



who is stationed there with the Signal Corp-Communication branch of the Army. She must have interesting stories to tell the other Sullivan children . . . We extend our sympathy to **J. O. McVay** on the passing of his mother and to **Tony Kruszewski** on the loss of his mother-in-law. (Willa Mae Marker, Finance)

Howard Watson spends his winters ice fishing and prepping his boat for summer water excursions . . . **Joe (Zip) Landy** seems to have an affinity for the pits in Plant 2. The boys have renamed the wet pit as "Zip's swimmin' hole" . . . **Fred Ballentine** has taken up the unlikely hobby of sewing. He claims it keeps him busy when he has idle time at home . . . **Randy Beatheia** has joined the coin collectors of Plant 2. His enthusiasm indicates he really has the "bug" . . . The **Richard Schaut** family announced the arrival of a baby girl, 4 pounds, 9 ounces, on December 4. Congratulations to the new parents . . . **Tom Lewis** and wife announced an addition by the name of Tamara Jean. That makes three girls now. Tom insists he is going to keep trying for a son . . . **Jack Snyder** is another ice fishing fan, and has set up a shanty on the shore of Cedar Lake. The shed is equipped with a stove, in case the wintry blasts prove too much of a chiller . . . Your reporter has undergone some interesting ice fishing escapades as well. Youngsters, old timers alike are thriving on this wonderful sport and it certainly is invigorating.

(Walt Stegman, Plant 2)

Mr. and Mrs. **Gilbert Dill** spent an enjoyable vacation in Key West, Florida, in October, deep sea fishing off the Gulf of Mexico. Some of their best catch were Sailfish, Barracuda, King Fish, Tuna and Dolphin. Their best Sailfish and Barracuda were mounted and shipped home. While on one fishing trip they were stranded about two miles off shore in a rented outboard motor boat. Luckily, a Naval officer and his family came to their rescue and towed the Dills ashore . . . November was a busy month for the stork in the R & D group. George Andrew Carlin arrived at the **Charlie Carlings** on the 29th; Eric Michael Boehlein was born to Mr. and Mrs. **John Boehlein** on the 9th. (John was transferred from the Foundry to R & D and is presently working in the Dust and Fume Lab.) . . . **Tom Bodle** has two new arrivals at his house — Celeste Marie, born November 4, and a new Chevelle . . . Research and Development entertained Demonstration personnel at a little ice cream and cake Christmas party . . . All staffers were sorry to learn of the passing of **Ray Leliaert**'s father-in-law on Christmas Day . . . **Hemon Castle** is quite delighted with his new Plymouth Fury . . . **Charlie Swift**, Maintenance, is proud of his new baby, born on Christmas Day.

(Martha Kemp, R & D)

Friends of **C. Burton Barnard** surprised him with a farewell luncheon at the LH Inn November 21 in honor of his retiring. Barney retired after 25 years service. He was made chief process engineer in 1955. He moves to Seal Beach, California. All his friends wish him well . . . Sympathy to **Beulah Grubbs** on the recent loss of her brother, Charlie (Whitey) Shafer. (Hildreth Boehlein, Methods)

Rena Lester's son, Ronald, married Jill Nappier November 16, at the Presbyterian Church in Mishawaka . . . The Parts Department had an outstanding day, November 23. **Martha Heston**'s son Charles was married in Marinette, Wisconsin and the **Doug Ross**' were blessed with a girl on the same day . . . Also in the Stork Department, we hear that **Joe and Sue O'Callaghan** had their fifth child, a boy, December 17. Congratulations to Joe and Sue for they are now tied with the Harrimans for the largest family in the West Central Region . . . The Sales Department started the Holiday Season with its annual potluck luncheon and later that day Santa Claus (**Fred Baldauf**) distributed the gifts exchanged by the girls in the department . . . Probably the

most outstanding Christmas gift I heard about was the arrival of **Mary Gilliam's** first grandson a few hours after Christmas Day . . . The New Year here in the office was officially started when the entire group heard **Mr. Blessing** comment on what to expect this year and what would be expected of us . . . A big luncheon bidding **Del Brambert** "adieu" was held at LH Inn Thursday, January 16. Del is looking forward to staying at home now and all of us envy her . . . Our esteemed Editor has recently been named to the 1964 Board of Managers, Public Information & Education Division of the United Community Services of St. Joseph County, Inc. . . . **Duff Watson** is really looking forward to his trip on the West Coast in February where he will make several talks regarding our rubber deflashers. The colder it gets, the more he looks forward to the trip.

(LaNelle Martin, Sales)

CANADIAN CLASSICS

The Year 1963 was a busy one for WHEELEBRATOR employees in Canada. Ann Lapp and Doug Parsons terminated employment in Toronto Office, but **Rose Barker**, **Eric Robinson** and **Doug Durrell** joined the staff. **Bob Campbell** travelled to Europe, **Bill Wilkinson** and **Gord Dick** journeyed to Kentucky, **Eldred MacMillan** vacationed at the Canadian Lakehead, while our sales force covered the entire continent-wide Dominion. **Jim Wilkinson** was married in May, and purchased a new home in Scarborough North in October . . . In addition, congratulations are extended to **Gordon Big Canoe** who took the "fatal step" with Ann McGuire on November 30th in Uxbridge, Ontario. Ann and Gord honeymooned in New York State . . . **Bob Ross** decided to end past car troubles with the purchase of a new auto — it is a powder blue, Chevrolet Biscayne complete with all accessories . . . **Ernie McLachlan** boosted competitive auto sales through the acquisition of a new sporty Falcon convertible . . . News of **Doug Durrell's** rally was promised last issue. Doug had high hopes starting out on November 2nd but weather played tricks leaving icy patches on roads in Eastern Ontario. As a result, Doug as navigator and his driver ended up in an upset car but managed to upright

the damaged vehicle (a Volvo) and proceeded in rally, ending up as 17th in a field of 32. They were recipients of hard-luck trophies commemorating their participation in the event. Doug is now in the process of building a two-seater racing car for Eastern Canada competitions . . . Condolences were expressed to Blast Sales Engineer, **Alex Horne** in the death of his father in Winnipeg in mid-December. Mr. Horne Sr. was 87 years of age . . . December 23rd was the date of an enjoyable get-together in the Scarborough Offices at which time **Bob Campbell** screened colored slides taken on his trip to Europe during May and June, 1963. Through photos, we had the opportunity of meeting some of the staff in our European agencies, visiting steel mills and foundries, and viewing sights enjoyed by Bob Campbell and Mrs. Campbell while traveling through Scandinavia, and Britain. Bob also presented slides which he had taken during past vacations in the Canadian Rockies. Following the screening, a delicious roast beef meal was served . . . Most of the Canadian staff at Toronto remained in this area over Christmas, with the exception of **John MacKay**, **Doug Durrell** and the correspondent who joined their respective families in the Ottawa area for the festive occasion. John MacKay had spent his December vacation selecting a ring for his fiancee, Miss Brenda Calvert of Brampton, and presented it to her, New Year's Eve. They will be married later this year . . . Christmas cards of many designs and types were received by Toronto Office this year. This magazine cannot depict the coloring and craft that went into the unusual greeting card received by the correspondent from his daily car passenger. The sender is a commercial artist in a neighboring firm . . . Just prior to the Holidays, **Gordon Dick** of Dust & Fume, thought long and hard of just that extra special Christmas gift for wife Bette. As a result she can anticipate a mad post-Xmas shopping spree armed with a handful of one dollar bills, duly marked for this purpose . . . As indicated earlier and in the above article, WHEELEBRATOR staff in Toronto have been leading busy office and personal lives; as the closing item on 1963, we must mention that WHEELEBRATOR sponsored a Pee Wee softball team in the local Dorset Park Minor Sports Association last summer.

(Eldred MacMillan)

Meet the Field



FRED SMITH

Detroit Field Engineer

Fred began his 23-year Wheelabrator career in the Steel Shop as an assembler. He then became a Serviceman, handling erection jobs all over the country.

During World War II, Fred worked in the Cleveland and Chicago territories, but has since become a Field Engineer in the Detroit Region.

Before joining Wheelabrator, Fred worked in a machine shop, and chemistry lab after finishing high school. He has taken correspondence courses and several business school courses.

Professionally, Fred is a member of the American Foundrymen's Society.

Married to the former Margaret Olson, the Smiths have two sons, Harold Lee and Z. Harry William, and a daughter, Grace K. Fred and his family live in Oak Park, Michigan, near the territory which he covers.

ALEX HORNE

Canadian Sales Engineer

Alex calls travel broadening, and his territory from Toronto to the Pacific Coast makes him an apt candidate for the "broadest man in Canada" title.

A former sales engineer for a die castings firm, and a management consultant, Alex flew bombers for the Royal Canadian Air Force during World War II. An honor graduate from McGill University, Alex majored in Gas Dynamics.

He actively pursues his membership in the Association of Professional Engineers, Ontario chapter.

Alex lists the sales of structural machines as his favorites. "This is a budding market, and the sales are quite challenging," he explained.

The Horne family consists of his wife, the former Ruth Crowe, and a daughter, Janet, 16, and a son, Eric, 12.



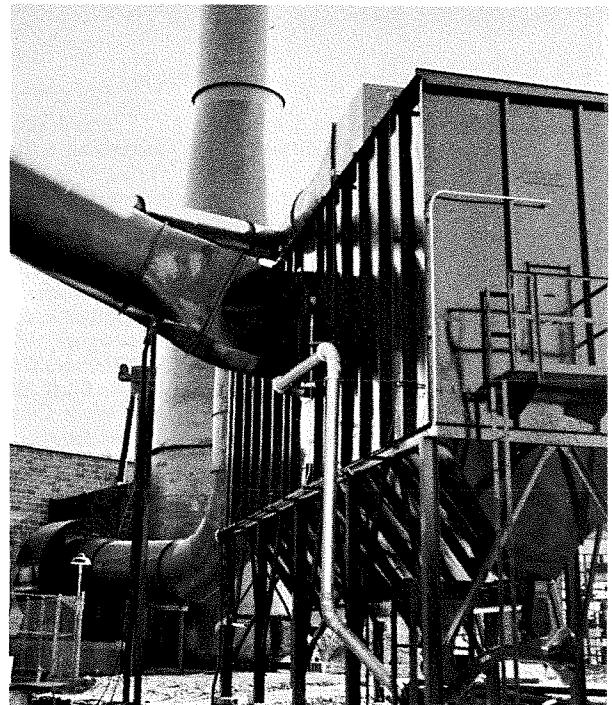
Air Pollution Codes Help Strengthen Dust & Fume Prospects

Any thriving business needs to keep its old markets and expand them when possible. It also needs to find new markets and entrench itself in them.

Dust & Fume Control Division has such a market, and is currently in the process of digging in. The market developed in recent years with the civic and health authorities interest in the problem of air and water pollution.

Many major and medium-sized cities have enacted strict air pollution codes along with water and stream pollution control ordinances. The emphasis on cleaning the air and water in 1962-63 was unusually strong and 1964 may be the year industries are forced to better control pollution by acquiring equipment such as dust collectors.

Federal authorities have allowed \$90 million to assist cities in enforcing their newly adopted codes. And the Small Business Administration has joined



the effort by calling on its field offices to provide financial assistance to businesses which are required to install pollution control equipment.

This assistance along with our sales and marketing penetration will go a long way in establishing D & F in this growing market.

WHY PROFIT?

A frequently asked question is: "Why do you over-emphasize profits and play down the importance of wages?"

Well, we really do not "over-emphasize" profits, but merely attempt to explain its function and the effect it has on each employee's material welfare.

Because of the frequency of the question, a step-by-step explanation may help answer the question and show the true function of profit.

1. The first requirement of a strong, free, prosperous nation is an adequate number of healthy job-producing industries.

2. The first requirement of healthy job-producing industries is an ample stock of modern tools that enable employees to produce high-quality, low-cost goods for which there is steady customer demand, which means a steady payroll.

3. The first requirement of securing and maintaining an ample stock of modern tools in a free

economy is to attract the investment capital that makes tools possible.

4. The first requirement of attracting investment capital is to assure the investors that proper payments will be made for its use, or to be more specific, proper payments (called profit) can and will be collected from the customer on behalf of the owners of the tools.

Reviewing these four steps, we find a simple fact: in a free economy, the expectation of profit is the root of industrial growth and prosperity.

Profit, therefore, deserves protection from its critics who are either unaware of the facts or desire to change the United States to an unfree economy in which tool money is simply taken from the people, and in which business is operated by the government.

In the words of a man who certainly knew what he was talking about, Samuel Gompers (the grand old man of the U.S. labor movement): "The greatest crime a business can commit against its employees is to fail to make a profit."



J. V. PATEL

Fourth Joint Venture Broadens Overseas Interests

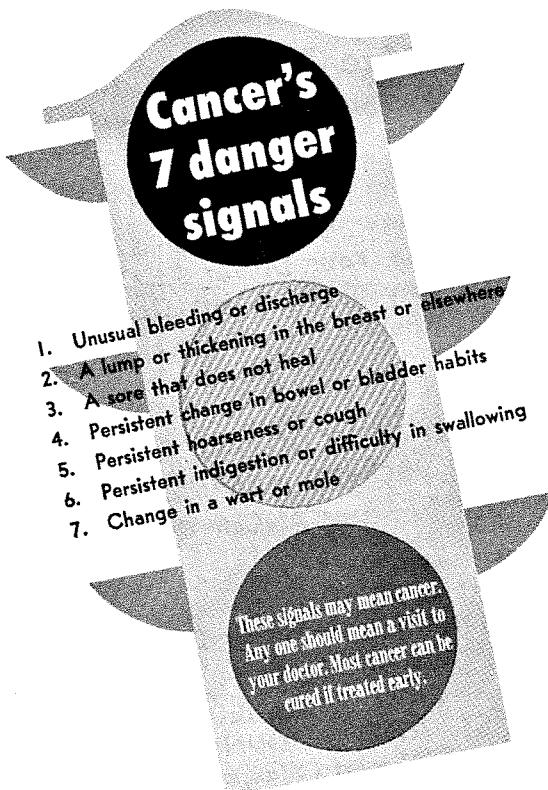
President James F. Connaughton announced the formation of our fourth overseas subsidiary December 31, 1963. To be known as Indabrator Ltd., the new company will be located in Bombay, India, and will be the first company in India to manufacture blast cleaning equipment. The facility will also produce dust and fume control equipment.

Connaughton will serve on the board of directors along with J. V. Patel, managing director of New Standard Engineering (NSE). NSE will share the stock of Indabrator with Wheelabrator, the Indian public, and English interests.

Patel, who has guided NSE for 25 years, is a well-known industrial leader in India. A graduate engineer, he serves as chairman of the Engineering Association of India, and belongs to several important technical and professional groups.

Connaughton made the following observation about the Company's latest move abroad:

"As a nation of 500 million persons, India has great market potential, especially as its standard of living increases. India and the U.S. share the distinction of being the two largest democracies in the world today, and many undecided nations of the world are watching the growth battle between India and Red China. We are happy to be able to assist in this important struggle."



CANCER SOCIETY OF ST. JOSEPH COUNTY, INC.
521 West Colfax Avenue
South Bend, Indiana

A United Fund Agency

Company Conducts Cancer Education Program For Some 600 Employees

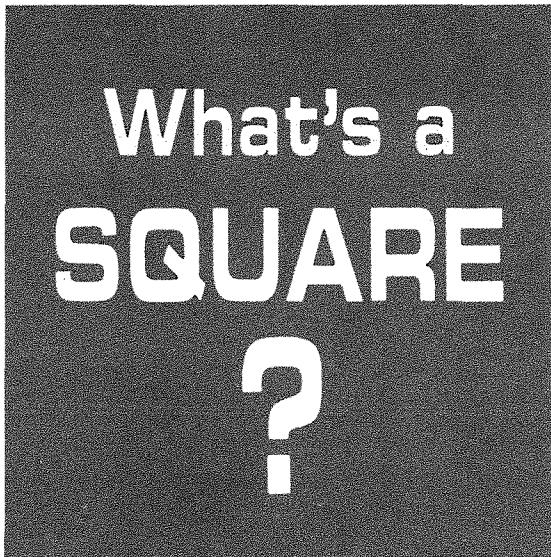
The recent cancer education program conducted jointly by the Company and the Cancer Society of St. Joseph Valley reached more than 600 employees.

Designed to make us aware of the danger signs of cancer, the program also showed that the dread disease can be curbed and cured if prompt action is taken.

A film depicting the seven danger signs was shown to all women of the plant in one day, and the male employees saw the film over the span of a week on their lunch hours.

Along with the movie, Frances Fick, executive secretary of the Cancer Society, gave a little talk detailing the Society's role in the campaign to stamp out cancer.

John G. Farabaugh, director of industrial relations; Raymond S. Steele, personnel director, and Robert Leliaert, personnel assistant, handled the project for the Company.



IN MARK TWAIN'S DAY, the word "square" was one of the finest words in our language.

You gave a man a square deal if you were honest. And you gave him a square meal when he was hungry. You stood four-square for the right, as you saw it, and square against everything else. When you got out of debt, you were square with the world. And that was when you could look your fellow man square in the eye.

Then strange characters got hold of this honest, wholesome word, bent it all out of shape and gave it to our children.

Nowadays a square is the man who never learned how to get away with it. He's a guy who volunteers when he doesn't have to. He gets his kicks from trying to do something better than anyone else. A boob who gets so lost in his work that he has to be reminded to go home. A fellow who laughs with his belly instead of his upper lip. A slob who still gets all choked up when they play "America the Beautiful."

He's burdened with old-fashioned honesty, loyalty, courage and thrift. And he may already be on his way to extinction.

Parents have successfully defended in court children's right to ignore the flag salute. Faculties and student bodies have found it distasteful to take an oath to their country. And the U.S. Military Academy found it necessary to place a sign reminding men to remove their hats at the passing of

the banner, once unashamedly known as "Old Glory."

The force of government is now directed more fully toward the security of the weak than the encouragement of the strong. In business, it is said, the way to survive is to emulate the turtle — grow a hard shell and never stick your neck out.

More and more youngsters come in looking for jobs, saying, "What can you do for me?" rather than, "What can I do for you?"

They want to know how cool it will be in the summer, and how warm in winter . . . how safe at all times of the year. And when they do go to work, they hasten to hide their light in the security of a committee, where there is safety in numbers.

It wasn't long ago that the U.S. was the greatest exporter of ideas the world has ever known. We exported the idea of freedom of worship . . . the idea of an unfettered press . . . the idea that those who are taxed should be represented.

It is hard to find a basic idea that America has exported since you and I were young. We have, I think, bought in the bazaars of Asia Minor the idea that an honest man is either a fool or a liar. From our most mortal enemy we have bought the idea of a strong government for weak people.

But, most of all, we have been gullible patrons of the export of Sigmund Freud, who has sold us the idea that all men are born feeble, that we should abandon our ancient disciplines as too stark for the poor souls we are, and to seek salvation through group support. Freud's discovery that man was not adjusted to his world, and could never be truly adjusted, justified the lazy cynic and condemned the square. If you can't win, what's the use in trying.

Typical of this thinking can be seen in our museums where paintings by people who never learned to paint are exhibited. Non-books are being thrown together and sold by non-writers who never bothered to learn how to write. And murky poems are being ground out by scraggly poets who sing them to their friends because they are unreadable. Some of their output is worse than trash.

Our humor is sick, sick, sick, and it really is, is, is. Mother used to get cards on Mother's Day expressing love and gratitude. Now she's lucky to get one showing Whistler's mother flat on her back with a caption: "You're not the only one off your rocker."

Laughter today is stored up in Hollywood and pasted on TV films. The sound track tells us what is funny and when to laugh.

But I want to laugh when I'm amused. And I want to decide what I think is funny. This will mark me as a square, but I think I'm in pretty good company.

For this country was discovered, put together, fought for, and saved by squares. It is easy to prove Nathan Hale, Patrick Henry, Paul Revere, George Washington, Benjamin Franklin and almost anyone else you care to include among our national heroes was a square — by simply thinking what he might have said had he not been a square.

NATHAN HALE: Me spy on those British? You trying to be funny? You know what they do with spies they catch? I'll give you a news flash, chum. They *Hang 'em!*

PAUL REVERE: Me ride through every Middlesex village and town? And in the middle of the night? Why pick on me? I'm not the only guy in Boston with a horse!

PATRICK HENRY: Sure, I'm for liberty. First, last and always. But let's be realistic. We've got a pretty small outfit. If we start pushing the British around, someone's going to get hurt.

GEORGE WASHINGTON: Gentlemen, I'm honored. But I do wish you'd try someone else. Say, General Gates. I'm just getting things organized at Mount Vernon. And you might say that I've served my time. Against the French, you know.

BENJAMIN FRANKLIN: What we really need as Ambassador to France is a young man. I'm 70. It's time a new generation took over.

The greatest thing that's happened to us recently is that we've got a new set of heroes named Glenn and Grissom and Shepherd and Carson, Cooper, Schirra and others.

They come from nice, small towns like Sparta, Boulder, East Derry, Mitchell, Shawnee, Brownwood. These lads apparently lived too far from the big city and grew up to be squares. Who else would volunteer his life for his country's good?

For the forces of conformity are still strong. Too many of us are still sitting it out instead of sweating it out. Too many of us haven't the guts to stand up straight and dare to be square. Because the opposite of square is round, and being round is so much simpler.

Responsibilities and problems roll off nice and easy. And we can just roll down the path, without any bumps, being careful to stay in the middle because that's where the most comfortable ruts are.

Too many of us know the short cuts, and too few know or care where the path leads. Too few of us dare to leave the path because that's the way most of us go.

But there is no path to the future, no path to greatness, no path to progress. No path to outer-space or to inner satisfaction.

May I suggest we join the S.O.S.? The Society of Squares. It doesn't exist. But it could.

We would be for participation and against sitting it out . . . for simplicity and against sophistication . . . for laughter and against sniggering . . . for America and against her enemies . . . for the direct and against the devious . . . for the honest way against the short cut . . . for a well-done job and against the goof-off . . . for education and against the pretense of learning . . . for building and against tearing down . . . for the boys and girls who excel.

We have, at least, the satisfaction of knowing that our problem is not new.

When Benjamin Franklin was told that the war of independence was over, he said, "Say rather that the war of revolution is over — the war of independence has yet to be fought." And today, 180 years later — it still has yet to be fought.

by CHARLES H. BROWER, President
Batten, Barton, Durstine, and Osborne, Inc.

WHAT'S NEW

ANNIVERSARIES: One employee joins the 30-year veterans. He is:

Maurice J. VanPoelvoorde . . . Stockroom

RETIREMENTS: **Walt Kale**, with nearly 10 years service, retired on the last day of 1963. He had worked in the Steel Shop Assembly line. Co-workers presented him a farewell gift and wished him well during retirement.

NEW EMPLOYEES: **Frank Dudley**, 27, Coral Gables, Florida, joined the Wheelabrator Service staff late last year, and was assigned to Jim Barnes as a trainee. A Navy and Air Force veteran, Frank attended several technical schools while in the service, and has worked for Bendix as a technician. Married to the former Diane Doty of South Bend, the couple are the parents of Christopher 4, and Dana 2½. They reside in South Bend.

Ken Rhodes, former vice president of Business Service Associates, South Bend, has joined the Controller's staff on special assignment. Rhodes, a native of Walkerton, began his industrial career prior to World War II as an IBM operator at Kingsbury Ordnance Plant. After serving as a navigator in the Army Air Corps from 1943-45, he returned to the area and worked in IBM for Studebaker, Bendix and Clark Equipment. Six years ago he helped form Business Service Associates. Holder of a Data Processing Management certificate, Ken is married to the former Josephine Marco and they have three children.

The latest Customer Service School was conducted Monday and Tuesday, January 27 and 28, with 35 operating and maintenance personnel from customers' plants all over the country attending.

A revolutionary hook-up between our IBM department and a customer will allow Ford Motor Co., Canton, Ohio, to receive almost immediate service on repair parts and supplies. Ford will have all parts and supply items on IBM cards which will be transferred automatically to our IBM machines through a telephone connection. This is the first of an anticipated new method to register parts and supply orders.

TRANSFERS: **Jerry Selig**, Field Engineer since

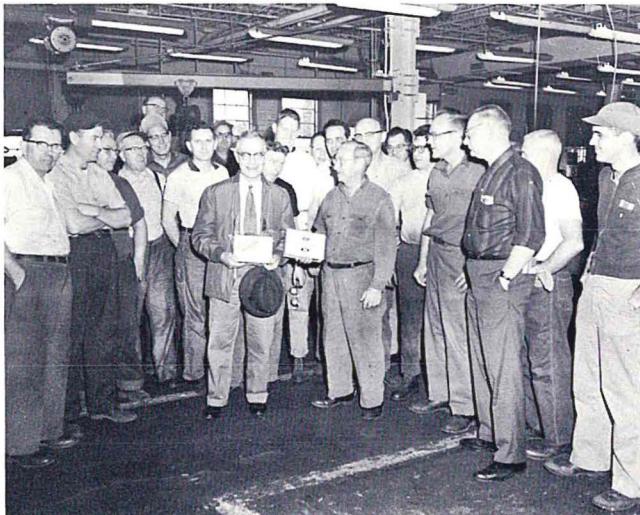


RHODES

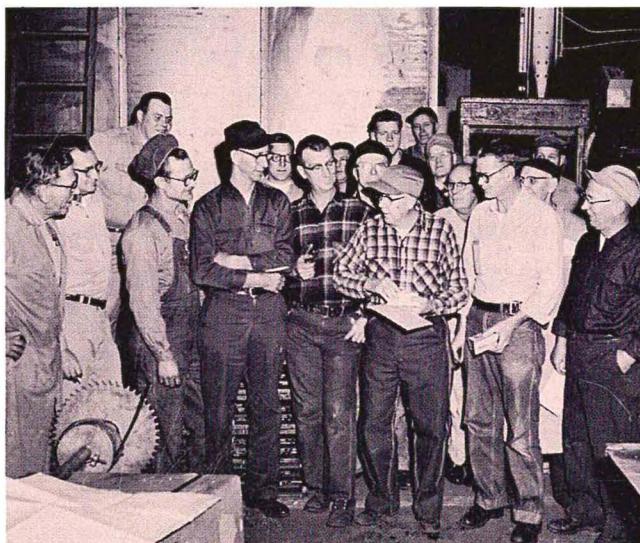
1956, moves from the Chicago Region to Los Angeles, and **Barry Selack**, Lorco Regional Engineer, takes over the Chicago opening. Selack will now handle the complete Wheelabrator line.

Vice President **Ken Blessing** was the main speaker at the American Foundrymen's Society meeting in Milwaukee February 6. He showed our new Foundry Movie and explained Wheelabrator's role in the industry.

Frank Herbison, formerly Regional Sales Engineer, has joined the Dust & Fume Control Division in Mishawaka. According to Sales Manager **Frank Culhane**, Frank's initial duties will center on training supervision.



A. R. Moore retired in February after more than 38 years of service in the Machine Shop. "Unk" accepts the good wishes and farewell gift from fellow workers.



Walter Kale, who retired from the Steel Shop, accepts a gift and best wishes from his friends and co-workers. Walt had better than 10 years of service.