

NEWSLETTER

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Joe Penne, Editor

STRIKE CONTINUES AT CHATTANOOGA

(Chattanooga) . . . Production at the Mueller plant in Chattanooga has been at a standstill since midnight June 6 when the contracts of three unions expired and members went on strike against the company.

Some 850 workers represented by the International Association of Machinists and Aerospace Workers, United Steelworkers of America, and Office and Professional Employees International Union are involved. These unions represent the foundrymen, machinists and plant clerks.

The first talks since the strike began were held June 18 with a federal mediator.

A large portion of the brass and iron production at Decatur is normally used in Chattanooga and as a result of the stoppage about 125 Decatur foundry workers were placed on a four-day work schedule the first week of the strike. Due to the strike, the office workers in Chattanooga have also been reduced to a minimum number.

No product shipments are presently being made.

Y.M.C.A. DAY CAMP AT MUELLER HEIGHTS

(Decatur) . . . For the fifth consecutive year Mueller Heights will be the site of a summer day camp offered by the Decatur Y.M.C.A.

Mueller Heights is on Lake Decatur and includes 17 acres of wooded land, its own lake and the Mueller Lodge. At one time Mueller Heights covered many more acres and the facilities used by Mueller employees and members of the Mueller family included a sports field, theater, clubhouse, playgrounds, boat-house and dock. Except for the summer camp, and as a meeting place for various non-profit organizations, the Lodge and grounds are limited to use for Mueller-related programs.

About 250 youngsters ranging in age from 5 to 12 will enjoy the area this summer. The day camp consists of three two-week periods and two one-week periods. Rowing, archery, nature study, field trips, crafts and camping will be featured in the program administered and run by the "Y".

WHAT'S NEWS WITH YOU?

If you have any ideas for stories or news items about events, awards or accomplishments of you, your family, and men in service, pass them along to Editor Joe Penne in Decatur.

THREE PLANTS SET VACATION PERIODS

Three Mueller plants have scheduled shutdowns for vacation and maintenance work during the summer.

Production will halt during the week beginning July 13 in Decatur and Brea, but assigned maintenance crews will work and shipments will be continued.

At Mueller, Limited all production department operations will stop during two weeks beginning July 27.

R & D ENGINEERS HAVE REALIGNMENT

(Decatur) . . . A major realignment of responsibility in Research and Development Engineering in order to maintain "the most aggressive and competitive product position possible" has been outlined by Vice President--Engineering W. R. Leopold.

The new approach gives engineers complete responsibility for research and development of assigned product types and the integration of these projects into broader concepts covering total systems for water and gas.

To accomplish this, the R & D group has been broken down into two major sections. One section under Senior Project Engineer William L. Hauffe will concentrate its efforts on service material equipment (both water and gas) from the main connection to the meter set. The other section is responsible for main material and will be under the direction of Senior Project Engineer Lawrence F. Luckenbill.

The first section will involve itself with such products as corporation stops, curb stops, meters, yokes, regulators, tees and service tools. The main section will be concerned with valves, sleeves, repair clamps, fittings, line stopper equipment, hydrants and machines.

Leopold said, "This breakdown will permit thinking about systems as well as products, rather than just product lines themselves. We do not want to become rigid in our operation by limiting ourselves to 'names' of products but rather to concern ourselves with the overall problems of services and mains."

Under the new organization, engineering projects will be assigned to the section responsible for the particular type of product involved. It will give the men the opportunity to look at the broader picture while directing their individual efforts and talents toward certain areas of concentration. Leopold emphasized that individual engineers will be changed

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to different work sections and areas of products from time to time "as it is in the best interest of the company to have well-rounded people with experience in all facets of product lines."

In the old system, engineers were assigned specific projects as they arose, regardless of the product classification.

The Product Engineering group directed by John J. Smith will not be affected by the changes and continue working on products that are part of our current line and those being introduced.

The availability of more technical men plus continued emphasis on new products in the long-range plans of the company are the reasons for changing to the new system at this time.

Joining the Engineering Division July 1 are: Joseph Sibrava and Richard Stultz, recent engineering graduates from Rose Polytechnic Institute, Terre Haute, Ind., and Robert Sands, who has been working in industry.

The benefits of the new system will gradually evolve and will become more apparent as time passes and other manpower needs are filled.

The approach has built-in flexibility and with additional people, plans call for the creation of sub-sections to existing sections and new areas of concentration. Some time in the future plans call for the establishment of a section responsible for more basic research, systems and technological forecasting, analytical analysis and studies of new fields of possible interest to Mueller Co.

WORLD OF BUSINESS IS EVER CHANGING

(Canada) . . . The one thing in business that remains constant is change. This really isn't a contradiction when you think of business as being ever-changing.

In the last issue of the NEWSLETTER, we reported the first sales of St. Jerome-made products to the U.S. Along with this report was guarded optimism regarding future sales as the result of tariff advantages and the devalued Canadian dollar.

Within days after the NEWSLETTER was printed, the Canadian dollar was released by the government from support levels and thus allowed to find its own value in relation to other currencies.

The Wall Street Journal said the effect of the increased value of the Canadian dollar is that it will now cost other countries more to buy Canadian goods. Conversely, of course, Canadians will be able to purchase more abroad for the same dollar.

By making it costlier for foreigners to buy Canadian goods, the move is expected to curb some of that demand, cool the Canadian economy and slow inflation.

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If you have any question about the company, send it to Editor Joe Penne and we will do our best to get an answer.

MANAGING BY OBJECTIVES EMPHASIZES RESULTS

A management technique called "managing by objectives" places great emphasis on goals and their attainment.

The major premises of managing by objectives as set forth by George S. Odiorne, author of "Management Decisions by Objectives" are:

"Managing by objectives aims to meet the requirements imposed on companies and individual managers during the past 30 years as the result of drastic changes in the environment in which business management operates . . . It presumes the first step in management is to identify the goals of the company, unit, plant, or department.

"Managing by objectives requires an orderly distribution of responsibilities among individual managers to achieve results . . . assumes managerial behavior should be defined in terms of results . . . presumes principal merit lies in increased understanding between man and supervisor and the individual's desire for achievement . . . regards the successful manager as a manager of situations -- most of which are defined by identified organizational purpose and by the managerial behavior best calculated to achieve that purpose, but operating within the responsible value system."

According to one article, we can think of "management by objectives" as: Emphasizing results, not the work: results, not the activities that get the results . . . identify what the total situation will be after improvement rather than focusing on the improvement itself.

Results are needed in every person's area of responsibility . . . results that bring about a contribution of the individual to the organization . . . which directly or indirectly aid in accomplishment of overall company goals.

Dr. Frederic Herzberg, Western Reserve University, points out these basic motivators (the same for anybody who has a job): achievement, recognition, growth, and the work itself.

Managing by objectives lets these motivators achieve maximum influence; requires managers to establish objectives for achievement. Actual achievement provides recognition; properly set objectives require individual stretching and thus growth. The work itself becomes more interesting, challenging, for the man is bringing about improvement or innovation . . . in turn, bringing about organizational growth-- which can occur only as individuals within the organization grow.

"Managing by Objectives" is not a new concept at Mueller. Using budgets for the coming year and a long-range strategic plan for the coming five years to spell out the situations we attempt to achieve at the end of each period are techniques used by Mueller.

The basic motivators listed by Dr. Herzberg are also included in the basic philosophies dealing with personnel management at Mueller.

Service Awards

The following Mueller employees received service awards during June.

Decatur

- 5 Years: Alice M. Jestis, Rex L. Camfield
 10 Years: Hilbert K. Oliver
 15 Years: Evelyn M. Cox, Roy L. Dingman
 20 Years: Charles R. Macklin, Bill J. Brooks,
 Samuel M. Beavers, Albert L. Seitz,
 James D. Spain
 35 Years: John J. Smith

Chattanooga

- 10 Years: Glenn L. Cottrell, Wanda M. McWhorter
 15 Years: Charles A. Edwards, Mickey N. Hope,
 Roy L. Worley, Percy Applebet, J.B. Shef-
 field, Ray E. Edwards, Clarence A.
 McDaniel, Willard B. Wooten, Floyd E.
 Peters, James L. Godwin, James A.
 Newman, Al Houston, Sherman Mobley,
 Theodore L. Lindsey.
 20 Years: Howard K. Stokes
 25 Years: Hershel F. Deems, Curtis L. Hicks

Outside Sales

- 10 Years: David D. Resler

Mueller, Limited

- 5 Years: Monty Lowe, Alfred Sauve
 30 Years: John Woolley
 35 Years: Archie Reeve

Retirements

The following list gives the retiree's job at time of retirement, years of service and date of retirement.

Decatur

- Henry Leipski**, pattern maker, 48 years, 6 months and 19 days, June 3.
Clyde Hester, machine operator, 46 years and 21 days, June 30, (Rule of 80 Plan).

Chattanooga

- James E. Billings**, finished product assembler, 16 years, 1 month and 17 days, May 31, (physical disability).
Earl W. Hayes, electrician in the Maintenance Department, 21 years, 5 months and 27 days, June 30.

HOUSING'S ONE BRIGHT SPOT BEGINS TO FADE

(U.S.) . . . During recent years the only area of the housing industry that reflected any growth was mobile homes and now that segment is beginning to weaken.

In the five years from 1964 to 1969 the sales of mobile homes jumped from 181,000 units to 413,000 units and an increase of about 25 per cent was predicted for 1970.

But things haven't quite happened that way. In 1970's first four months, shipments didn't rise at all. In fact they slid by 6.8 per cent from a year before, according to the **Wall Street Journal**.

Mobile home sales are now experiencing the same problem as the housing industry--tight money. In addition, the lack of space to locate mobile homes, overcapacity in production facilities and resultant price cutting is driving some retailers out of the field.

The industry's glowing outlook and years of surging sales attracted scores of newcomers to the home-making field. In 1968, for example, there were 450 plants producing mobile homes. Last year there were 593, according to the industry's trade association.

With the vast need for inexpensive housing in the nation, experts predict sales soon will advance with renewed vigor but industry observers are quoted in the **Journal** as saying that the "free swinging days of the late 1960s are gone for good."

FORMER OFFICER SENDS "THANKS" FOR MEMBERSHIP

(San Marcos, Calif.) . . . William H. Hipsher, retired Mueller Co. officer, recently wrote President John F. Thurston regarding membership in the American Association of Retired Persons (AARP).

A company-paid membership in AARP is provided to every Mueller retiree, surviving spouses, and employees who reach 63. This nonprofit group provides various services, and information ranging from low cost prescription drugs and medications to publications, health insurance, auto insurance, housing projects and travel plans for people over 55 years of age.

Mr. Hipsher subscribes to the AARP's car insurance and part of a health insurance program, but he wrote especially about the savings he realizes buying medication. He said he saves from 65 to 70 per cent of the regular cost of medicine by mailing his prescriptions to one of the AARP pharmacies located around the country.

"All in all, it is a fine organization and I have found them very understanding in my dealings with them. Thank you for including me in this program," he said.

CHATTANOOGA COMPUTER INSTALLATION COMPLETE

(Chattanooga) . . . The installation of the computer system in Chattanooga was completed May 18 with a minimum number of problems. Jim Potter, Jim Kean and the girls working in the department are to be congratulated for their efforts in making the transition.

Some Time Ago At MUELLER

(Decatur) . . . William Everett Mueller, the fourth president of Mueller Co., died September 22, 1947. At the time of his death, he had been president of Mueller Co. since 1939, succeeding his father Adolph Mueller. In October of 1947, Lucien W. Mueller was elected chairman of the Board of Directors, Albert G. Webber, Jr., was named president and J. W. Simpson became executive vice president.

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The Jan. 31, 1946 issue of the **Decatur Advertiser** says, "Its valuable contribution to the war effort ended, the Mueller Co. is looking ahead to an era of busy civilian production as it turns the facilities of its organization to clearing a backlog of orders piled up during the past few years of restricted operations." The story says the company had few reconversion problems, but did decide at that time to discontinue its production of brass plumbing fixtures in Decatur. During the war the company produced 37 millimeter, 57mm and 155mm shells. Although the company was primarily a brass manufacturer, all of its WW II work was done with steel except for the regular company products which were used for war housing, service camps and airfields.

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William Jennings Bryan, the idolized leader of the free silver enthusiasts, had reached the peak of his presidential campaign when he came to Decatur in 1896. Although Mr. Bryan lost the election to McKinley, he gained the distinction of being the first presidential candidate to ride in an automobile, and that ride was taken in the Mueller-Benz auto. The Mueller machine carried Mr. Bryan from the train depot to Central Park where the candidate made a major speech.

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In 1948 the Mueller Land Improvement Trust released for sale more than 600 acres of land south of Lake Decatur between Route 48 and Sand Creek. The area included 114 acres of lake frontage. The holdings of the trust totaled approximately 1,100 acres acquired since 1907 for investment or development. The parcel of land sold makes up much of what is now known as the "South Shores" area.

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The Dec. 22, 1948 issue of the **Decatur Review** says that Local 838 of the A.F. of L. United Automobile Workers Union at Mueller accepted a 10-cent an hour increase offered by the company. Russ Armstrong, president of the union, was quoted in the paper as saying that the increase brought the average plant wage to \$1.56 with the minimum after the probation period to \$1.18 and the maximum of \$1.92. One other major contract change provided that plant workers could smoke while working.

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News Briefs

(Chattanooga) . . . At the May meeting of the Chattanooga Foreman's Club, the following officers were elected: Production Planning Engineer Ralph M. Fickle, president; Assistant Assembly Foreman Curtis N. Ingle, vice president; Product Engineer Zane Roach, secretary; and Assistant Foundry Foreman John Sparks, treasurer.

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(Chattanooga) . . . Employees Terrell Gray and John Muse recently received diplomas for completing their work at the Chattanooga Adult High School. These men have worked hard to complete their requirements for graduation and are to be congratulated for their efforts and perseverance.

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(Decatur) . . . Eighteen members of the Mueller 4X Club volunteered to work recently at the annual Decatur Fun Fair—a community-wide fund raising project sponsored by the auxiliaries of two hospitals. The men picked up and counted tickets during the two days of games, rides and food serving.

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(Decatur) . . . The next monthly meeting of the men retirees from Mueller Co. in Decatur will be July 9 at noon in the House of Plenty. Fifty-two men attended the June session. The House of Plenty had a fire in mid-June and it is still uncertain about its availability for the July meeting.

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NEW BOILER UNIT UNDERGOES CHECK

(Decatur) . . . A new unit converting an old coal-fueled boiler to natural gas was put on line and checked out late in June at Plant 1 in Decatur. Once this unit passes tests, it will be put into regular service and two old boilers will be torn out and replaced by one new gas boiler.

This conversion from coal to gas, which will exceed \$200,000 in cost, is part of the company's extensive program to reduce air pollution.

The system switch is expected to be finished before the first of the year.

FAMILIAR FACES IN NEW PLACES

(Decatur) . . . Richard W. Johnson, formerly senior draftsman, has been promoted to junior construction engineer. Joe W. Chladny, formerly junior construction engineer, has been promoted to senior construction engineer. Both changes in the Plant Engineering offices were effective June 15.

(Brea) . . . A new face in a familiar place is that of Karl G. Fekete. He joined Mueller Co. as assistant maintenance foreman.