

Tapping Out



HARRISON STEEL
CASTINGS COMPANY

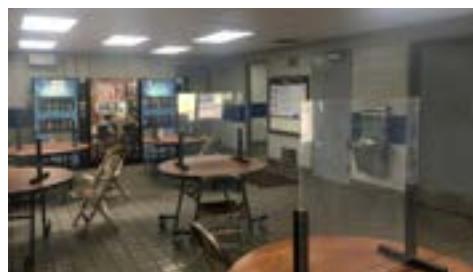
VOLUME 93 | DECEMBER 2021

IN FULL COLOR

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Management Corner

Harrison Steel's order book remains strong and is growing. As you are aware, this has been driving us to continue our recruiting efforts. We are very much aware of the efforts everyone has put in this year due to being understaffed. We have accomplished a lot this year, and we are excited as we continue to drive and make improvements.

Overall, the company is doing pretty well. As with any business, there is always room for improvement. You have all seen the improvements around the plant, from the translucent panels, new concrete, and the newly painted gray and now orange tip

over hoppers, to the implementation of the digital process book at 271/Floor Molding. 12 of these new digital process kiosks have been approved and will be installed throughout the molding and core making processes over the next few months.

As you have no doubt heard, Harrison Steel is introducing a new incentive program which will be implemented at the beginning of 2022. This performance incentive is designed to help you share in the financial benefits of better operation. The 3 key metrics are Efficiency, Quality and Delivery. We have a responsibility

not only to our customers, but also our employees, to operate Harrison Steel with a philosophy of continuous improvement. We believe this will be a very important step in creating a company that provides competitive opportunities to its employees.

As we approach this holiday season, it is important that we give thanks for all of the blessings and freedoms that are afforded in this great country we live in. Merry Christmas to all of you.

Work Safe, Work Smart, and God Bless
Geoffrey H Curtis

BOARD OF DIRECTORS DECLARES 2% BONUS

The Harrison Steel team is excited to announce a bonus for Foundry Division employees, just in time for the holidays.

All Foundry Division employees of records 12/3/2021 received a bonus calculated at 2% of earned wages paid between 1/1/2021 and 11/30/2021.

In recognition of our very talented and dedicated team, the Board of Directors voted to grant this bonus and thank our whole team for its efforts to support and improve business, even in this difficult time.

Shout Outs!

MILESTONES THIS ISSUE

NAME	YEARS OF SERVICE	SENIORITY DATE
Larry D. Smith	30	10/11/91
Jeremy W. Jessie	25	9/27/96
Daniel P. Acord	20	10/8/01
Frank A. Vickery	20	10/22/01
Earl W. Cooper	15	9/12/06
Percie O. Sandlin Jr.	15	9/25/06
John T. Holler	15	10/1/06
David A. Wittenmyer	15	10/16/06
Timothy B. Hays	15	11/6/06
Jody B. Alenduff	15	11/8/06
Kyle D. Lansinger	10	9/12/11
Dusstain P. Lynn	10	9/26/11
Rogelio S. Sanchez	10	10/24/11
Levi W. Knowlton	10	10/31/11
Darrell D. Beedle	10	12/5/11



FROM THE DESK OF DR. B

Hello from your We Care Health Center! We are asking for a favor from you - to keep you, and your family and friends, safe from COVID-19. We need everyone to wear a mask when they come into the office because you never know if someone next to you at the window might be more susceptible to infection. We need you to get tested for Covid when we suggest it. It helps to narrow down the diagnosis - because flu, sinus infections and even strep throat can present with similar symptoms. We are here and ready to see you! So, keep us all healthy by following medical guidelines on diagnosis, science-based treatment and prevention of disease. We are all sick of this pandemic, but let's try to get through it together as a team.

Sincerely, Dr. Bundy and your We Care Staff.

Rolland Wilderman (AKA Sarge) retired as a mill wright from Harrison Steel in February of 1996. It was great to take him around the plant and hear him talk about his days at Harrison Steel. Thanks for the ride down memory lane, Sarge!



THE LATEST BRIGGS MEDAL RECIPIENT



Shawn Martin, Melting Operations Manager, received the Charles W. Briggs Technical and Operating Medal.

The Briggs Medal is awarded annually by the Steel Founders' Society of America (SFSA) in recognition of outstanding contributions toward the advancement of the industry. Shawn has been an active SFSA participant throughout his career. He currently serves as chair of the Carbon & Low Alloy Committee, co-leads the SFSA Research Review, and participates on the Specification Committee. Beyond committee presence, Shawn has presented several SFSA T&O conference papers on topics ranging from utilizing R for data analytics to improving melting operations.

Pictured is Shawn (left) receiving the Briggs Award from SFSA President, Max Holman.

The award includes recognition amongst industry peers, along with a \$1,500 contribution toward the institution of the recipients choosing. Shawn has designated his alma mater, Michigan Technological University, as the institutional recipient.

Congratulations Shawn!

Rob Harrison

Engineering/Maintenance

Fall 2021 was a busy time for Harrison Steel and the Maintenance Department, with several general improvement projects.

New translucent panels have been installed in the Line 5/7 Cleaning Room bay, Shipping, CM7, and 271 Molding area. Unlike most of the other panels that have been installed in the past couple of years, these panels are closer to ground-level with the goal of providing more direct light to individuals' work areas.

Plant restrooms and break areas have been receiving needed improvements as well. The Plant 2 canteen has received

a new ceiling, lights, paint, and restroom improvements. Cleaning Room, Foundry, and Rough Machining restrooms are also in the process of being refreshed at the end of this year. Restroom improvements will differ by area, but include new paint, better lighting, ceiling replacements, new floor epoxy, and door replacements. The Line 1 men's restroom has been closed for a few years, but will be re-opening soon as part of this project.

Harrison Steel has had a couple rolling stock additions in the last few months as well. 271 area has a new CAT 305 mini-excavator and a new, 18,000lb Toyota fork

truck to help with large patterns and flasks.

In addition to the above, the Maintenance Department has been working on Continuous Improvement projects. The Plant 2 5-wheel and grinding stations received new concrete in the past couple of months. Additionally, approximately 119 employee-submitted CI cards have been completed thus far in 2021.

2021 was a great year with a lot of interesting projects. We are looking forward to another good one in 2022. Merry Christmas and Happy New Year to all!



Restroom Improvements



Break area improvements



New, 18,000lb Toyota fork truck

The Foundry

Recently, two former employees have blessed us with their smiling faces back in the Foundry: Ed Blankenship and Marion Eugene Nally (Nally). Ed is working part time in the Core Room. He is working on the quality side of things. He has been observing newer employees and offering some advice and training where needed. Nally was lending a hand in the North Shakeout area until he experienced some health related issues. Please keep his family in your thoughts and prayers. We all wish him the best and a speedy recovery.

Two of our day shift 271 Molding employees, Tyler Wigley and Angel Groff, recently received some great news. They are expecting their first child. Both are very excited. Some of their coworkers have attempted to be helpful by offering to name the child for them.

Long time Foundry employee Steve Estes recently had the opportunity to visit his son Hayden in Hawaii. Steve was originally reluctant to go, but upon his return he was quoted as saying that it was a trip of a lifetime. For the first few days back at work, Steve could not quit talking about his experiences there. I think he misses it there already.



Steve Estes in Hawaii



John Allen's great nephew with large buck

Core Room Supervisor John Allen's great nephew, 9 year old Aaden Brooks, bagged his first large buck this year. Aaden was very excited. Before the next hunting season rolls around, we are going to try to find some time when Aaden can meet up with Quinton (Lee Bob) Odore of the Foundry to give him some pointers on deer hunting. Lee Bob has not had the best of luck this deer season, and would appreciate the help.

Assistant Superintendent Tom Anderson's step-son, Thad Crain, bagged an 8 pointer for his first deer ever. Congratulations, Thad!

The Foundry has several cost savings and improvement projects currently going on. Some of the projects include:

- Updating training videos for new hires. The training videos will supplement the written instructions that have been a mainstay at HS for many years.
- Rollover devices for 271 Molding. The goal of this project is to have all applicable flasks that mold on 271 utilize a rollover device for handling and manipulating the individual cores and drags. These devices will allow operators to access the molds to spray and wash all areas that require refractory material between the sand and the molten metal. It also allows the operators to roll the molds over in a safe and controlled manner.
- Oil Sand Cans for non-shroud molds. We're looking at alternatives to the current Oil Sand Cans that allow the molten metal to enter the molds. The current Oil Sand Cans are very heavy for the operator to produce without a lifting device, and they tie up precious labor when producing.
- Nozzle trials. We're looking at less expensive nozzles after our current nozzle supplier introduced a significant price increase. The new nozzles are made of Alumina Graphite, while our current nozzles are made of Aluminasilicate. Initial trials have been positive. However, further trials will be required with a larger sample size.
- 271 Binder Reduction. We are reducing binder usage by around 10% at 271 Molding. Preliminary results look good for both D9R Cases (538-6425) and Axle Housings (540-2394/95). Testing will continue with other part families into the new year.



Thad Crain's first deer ever

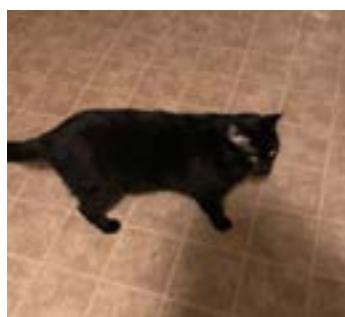
The Pets of Quality



Xena and Bowser McMurtrie



Bixby, Raven, Baby, and Callie Greer



Bubba, Brinly and Gypsy Beedle

Nicholas Fricke



Apollo, Patterson, Muffin, Harrison and Neska Knowlton

Furnace/Metlab

Things are going well in the Metlab/Furnace department. #3 EAF has recently been rebricked, and metal work was cut to a minimum. Great job keeping our tap hole under control! This tear-out required no shell repair in the tap hole area. This is a first for us. Tap hole movement has been a battle over the years.

We're on our third cast arch block. They have all held up nicely! We are moving

toward making this a permanent change to the system.

We have been investigating a carbon injection system for our basic furnace to help foam the slag and reduce electricity and electrode consumption. This is progressing nicely.

I would like to introduce a new hire, Jeremiah Snider. He was previously part of the heat pouring team here at HS, and has

since joined the furnace department.

Fun Foundry Facts YTD:

- 1288 good heats tapped
- 25,869 tons of steel melted
- 8,245 castings poured YTD (that's roughly 1 casting every 27 minutes)

Happy holidays!
Furnace & Metlab

IT Upgrades

I often get asked, "Why are you doing upgrades?" These upgrades can either be software or hardware, but the question is still "Why?" When it comes to upgrades, sometimes the decisions are easy and inexpensive. But other decisions are hard, time consuming to make, and can be costly. All decisions to do upgrades are driven by a wide range of factors, but most of them can be broken down into these categories:

Support: Many systems we use have ongoing support, and oftentimes we are required to upgrade in order to maintain

the support we have from the vendor or manufacturer.

Security: Security plays a huge role in all systems today. We all constantly read about security issues in the news. Patches and bug fixes come out weekly, at times requiring upgrades.

Opportunities: System enhancements allow us to keep up with different business opportunities that may not have existed yesterday. With upgrades, we can stay ahead and be ready to take advantage of

opportunities when they arise.

Happiness: Some upgrades are really about making the customer happy. New features, intuitive processes, time saving benefits, and improved efficiency can make us just happy and help satisfy our customer.

Age: Everything wears out over time. Be it hardware or even software, age begins to show and upgrades are required.

Shane Rogers



Hardy Trafford

Skip Trafford, President of Harrison International, has some big news about his son, Hardy.

The Wall Street Journal and Sports Illustrated have interviewed the Mississippi State punter for stories which will run just after Christmas during the Liberty Bowl, where Mississippi State will face Texas Tech. Hardy — aka Archer — led the entire SEC with the lowest allowed yards per catch at 5.15, including 0 for 5 punt returns by Alabama's top punt returner.

Skip and his wife, Charlene, also have three married daughters. Each of the six wives and husbands are Naval or Air

Force Academy grads, and all six are on active duty! Prayers for their safety are appreciated.

To read his incredible story, scan this code:



Or visit: <https://hailstate.com/news/2021/11/19/the-most-interesting-punter-in-college-football-coleman.aspx>



Hardy Trafford - aka Archer

Human Castings

Thoughts for Growth & Development

WHAT THE HECK IS A "HUMAN CASTING?" Simply put, it's a unique way to reference the human beings who make up the workforce here at Harrison Steel (HS). Each of us is a work in process, just like our steel castings are a work in process until they ship out the door to our customers. And without our "Human Castings," there would be no steel castings created for shipment.

Here at HS, we pride ourselves on producing high-quality steel castings as stated on the Advantage Page of the Harrison Steel website:

"The secret ingredient in Harrison Steel's

high-quality castings? Our Zero Defect Culture. It's woven into every step of the process to ensure a flawless finished product we're proud to give our customers. In our experience, a hurried process leads to mistakes and oversights, which can ultimately lead to part failure down the road. By paying attention to detail, watching your casting like a hawk throughout its creation, using x-ray quality control, and tracking each and every part, we're able to produce what we're after—perfection."

We also want our "Human Castings" to develop and grow into high-quality human beings, and to do so we need a Zero Defect Culture for the development of our "Human Castings." **Active listening** is the key ingredient to creating and maintaining

an ongoing Zero Defect Culture for the development of "Human Castings."

The creation of our new Employee Development and Engagement Specialist position in HR gives us an ongoing opportunity for listening and improving our Zero Defect Culture. I (Dave Clark) am honored to serve in this position and I am available and ready to listen to you. clarkdw@hscast.com; (765) 762-9014 (w); (765) 299-4755 (m) – call or text.

Be on the lookout for additional Thoughts for Growth and Development in future editions of Tapping Out.

Dave Clark

Night Premium Enhancement Announced

We're adjusting the way we calculate premiums for 2nd and 3rd shifts. All staff designated as 2nd or 3rd shift as of January 2, 2022 will receive a premium calculated at 10% of their base wages for ALL hours worked.

Starting 1/2/2022, our \$1 per hour premium for work done between 6pm and 6am will be replaced with the new night premium.

This enhanced system will help support our hard-working night teams.

Introducing the New Incentive Program

The Harrison Steel Management Team has announced a new incentive bonus program, beginning on January 2, 2022.

Our goal is for all employees to be rewarded when the company as a whole is successful in achieving its goals. Harrison Steel's success is due to the hard work and collaboration of all of our employees, and the incentive program is meant to reflect that.

The metrics used for determining a bonus will be:

- Hours per Ton – Hourly Production Hours
- Total Scrap Percentage
- On Time Delivery Percentage

Targets for each are shown in the table to the right.

All three metrics in a particular row must be met to qualify for the bonus shown for that row. The resulting percentage will be applied to an employee's earnings base for that period (Includes regular pay, shift premiums, vacation pay, holiday pay and overtime. Does not apply to medical offset, disability or worker's compensation benefits).

Production Bonus Metrics

Bonus %	HPT - Hourly Production Hours	Total Scrap %	On Time Delivery %
12.8%	37.5	2.0%	90.0%
10.5%	40.0	2.4%	85.0%
8.4%	42.5	2.8%	80.0%
6.4%	45.0	3.2%	75.0%
4.5%	47.5	3.6%	70.0%
2.7%	50.0	4.0%	65.0%

This incentive program will be a success-sharing program, with the intent for both Harrison Steel and its employees to mutually benefit from meeting our common goals!



Some Photos from Christmas in Attica



Decorating the fire truck



Travis Carr



Finished truck



Cocoa & Cookies



Michelle, Sony, Sean and Kris



Truck & Banner



HS Cart in Parade

HARRISON STEEL WALL OF APPRECIATION

George E. Curtis	9/14/64	Larry D. Smith	10/11/91	Dustin R. Beedle	5/28/01
Jimmy Roberts	6/3/74	Robert S. Harrison	5/26/92	Joshua L. Beedle	6/28/01
Willard L. Askren	9/9/74	Tami M. Mason	6/1/92	Frank A. Vickery	10/22/01
Richard L. Holtkamp	5/28/75	Paul E. Scheurich	3/22/93	Bradley A. Gayler	1/28/02
Steven W. Swank	9/8/75	Gregory D. Odle	8/16/93	Christopher A. Lynn	7/24/02
Timothy J. Walters	3/3/77	Benjamin L. Weiss Jr	11/15/93	Carl C. Bender	4/21/03
Terry R. Epperson	11/15/77	Kirt L. Hubbard	1/24/94	Mary P. Brown	8/11/03
William R. McMurtrie	10/4/78	Ernest E. Black	2/21/94	Diane M. Gregory	10/20/03
Monte D. Mickle	5/15/79	Matthew E. Barton	2/21/94	Derek Gordon Hughes	11/10/03
Jimmy D. Pickett	6/6/79	Kenna J. Reynolds	6/27/94	Antonio Sandoval	1/19/04
Rod A. Garlin	1/8/80	Jeremy D. Ray	12/26/94	Tirso Hernandez Santiago	1/29/04
Lynne A. Lanham	5/8/80	Eric W. Dismore	12/31/94	Gerardo Davila	3/12/04
Robert W. Thompson	11/24/80	Ricky D. Buck	2/15/95	Robert A. Stone	4/5/04
Rex K. Stone	3/18/81	Brian M. Niccum	9/11/95	Kevin Lee Bulington	5/17/04
William S. Talbott	4/26/81	Anthony S. Gregory	3/4/96	James E. Hoskins	6/1/04
Charles A. Swanson	5/27/81	Ronald L. Walters	5/13/96	Sony Antoney Mascreen	8/2/04
Kristi K. Sorters	8/3/83	Shane A. Rogers	8/19/96	Warren F. Wilson	8/30/04
John D. Allen	5/29/84	Jeremy W. Jessie	9/27/96	Walter M. Black Jr.	10/10/04
Jeff D. Pycke	1/6/86	Thomas L. Anderson	4/28/97	Ilario Salazar	11/22/04
Timothy M. Hays	8/1/86	Sandra K. Baldock	4/30/97	Gary W. Cantrell	12/28/04
Steven D. Estes	8/18/86	Ernest E. Wall	10/6/97	Todd I. Gambrel	1/3/05
Kerry D. Randles	5/4/87	Lori K. Henry	10/24/97	Nathan Leonard	4/11/05
Randy R. Cushman	5/20/87	Jimmie R. Bryant	2/2/98	Kyle Scott Haley	4/24/05
Roger S. Beedle	7/28/87	Michael G. Bossaer	3/16/98	James T. Scroggins	6/1/05
Jerald L. Howard	8/23/88	Donald G. Hawn	6/23/98	Tammy Lynn Gates	6/28/05
Ricky A. Rothrock	8/23/88	Todd A. Hay	8/26/98	Keith Charles Smith	9/19/05
Geoffrey H. Curtis	2/13/89	Lisa L. Kirby	9/21/98	Helen M. Lambka	10/17/05
Susan M. Anderson	2/27/89	Ronald R. Hanselman	9/28/98	Lori K. Price	4/3/06
Todd D. Freeman	3/27/89	James A. Halsema	1/11/99	Anthony Chase VanEtta	5/1/06
Anthony R. Crane	6/5/89	Burnadette M. Jordan	1/12/99	Kenneth Edward Allen	6/12/06
Ron E. Lockhart	9/24/89	Rocky L. Brown	2/9/99	Jose Miranda	7/10/06
Brent S. Wallace	2/19/90	James L. Durako	5/1/99	Mario A. Santiago	7/31/06
Rick R. Beedle	3/19/90	Brian A. Cooper	6/14/99	Max L. Jordan	8/16/06
Patricia E. Abernathy	5/21/90	Jason M. Lacy	4/10/00	Percie O. Sandlin Jr.	9/25/06
Jerry D. Gray Jr.	12/17/90	Brian K. Stultz	5/24/00	John T. Holler	10/1/06
Tracey M. Lamie	4/29/91	Russell E. Stonebraker	8/9/00	David A. Wittenmyer	10/16/06
Trevor H. Curtis	6/1/91	Dwayne A. Horath	10/9/00	Jody B. Alenduff	11/8/06
Wade C. Harrison III	6/1/91	Ronald P. Beedle	1/15/01		

