

Tapping Out



HARRISON STEEL
CASTINGS COMPANY

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IN FULL COLOR

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Shout Outs!



Tim Hays



Jimmy Roberts



Rex Stone



Charles Swanson

RETIREES

NAME	RETIRED DATE	YEARS	POSITION
Steve Swank	2/4/2022	47	Lead Technician in the lab
Sue Anderson	3/1/2022	33	Fork truck driver and inventory control
Tim Hays	3/31/2022	35	Foundry Engineer – Pattern Shop
Jimmy Roberts	4/15/2022	48	Crane Operator - Foundry
Rex Stone	4/22/2022	41	Maintenance Machinist
Charles Swanson	4/28/2022	40	Pattern Maker

That's a combined 244 years of HS stories and experiences! Good luck to all in your well-earned retirement years!

PAUL KELSEY PROMOTION

Paul Kelsey has been promoted to Methods/Foundry Engineering Manager.

Paul started at Harrison Steel as an intern in January 2015, while finishing up his Bachelor of Science in Mechanical Engineering from Purdue. After graduating, he was hired full-time as one of our Methods Engineers. He recently accepted a promotion to our Foundry Engineering Manager. With his new position, Paul will be managing both our Foundry Engineering and Methods Engineering groups.

Please join us in congratulating Paul in his new position and help him succeed in his new role!

MILESTONES REACHED

NAME	YEARS OF SERVICE	FIRST DAY
Timothy J. Walters	45	3/3/1977
Kerry D. Randles	35	5/4/1987
Randy R. Cushman	35	5/20/1987
Robert S. Harrison	30	5/26/1992
Tami M. Mason	30	6/1/1992
Thomas L. Anderson	25	4/28/1997
Sandra K. Baldock	25	4/30/1997
Bradley A. Gayler	20	1/28/2002
Randy Lee Radke Jr	10	3/26/2012
Chelsey D. Brier	10	5/25/2012

Production Incentive Bonus - Update

Harrison Steel implemented a Production Incentive Bonus beginning in 2022. Company performance metrics must be met in the areas of Hours per Ton, Castings Scrap, and Delivery in order to earn the incentive, and we have achieved the bonus 5 times since the program began over the course of 16 weeks. The highest bonus paid so far is 8.4%. Congratulations!

Everyone sees the weekly bonus result in their paycheck after the fact. We are working to improve communication during the actual earning week through Group Everyone emails, HS TV, shift startup meetings, and HS alerts. Please contact Brittany Stalter (Cost) or your area supervisor if you have a suggestion for better communication.

What are some ways you can impact the weekly bonus?

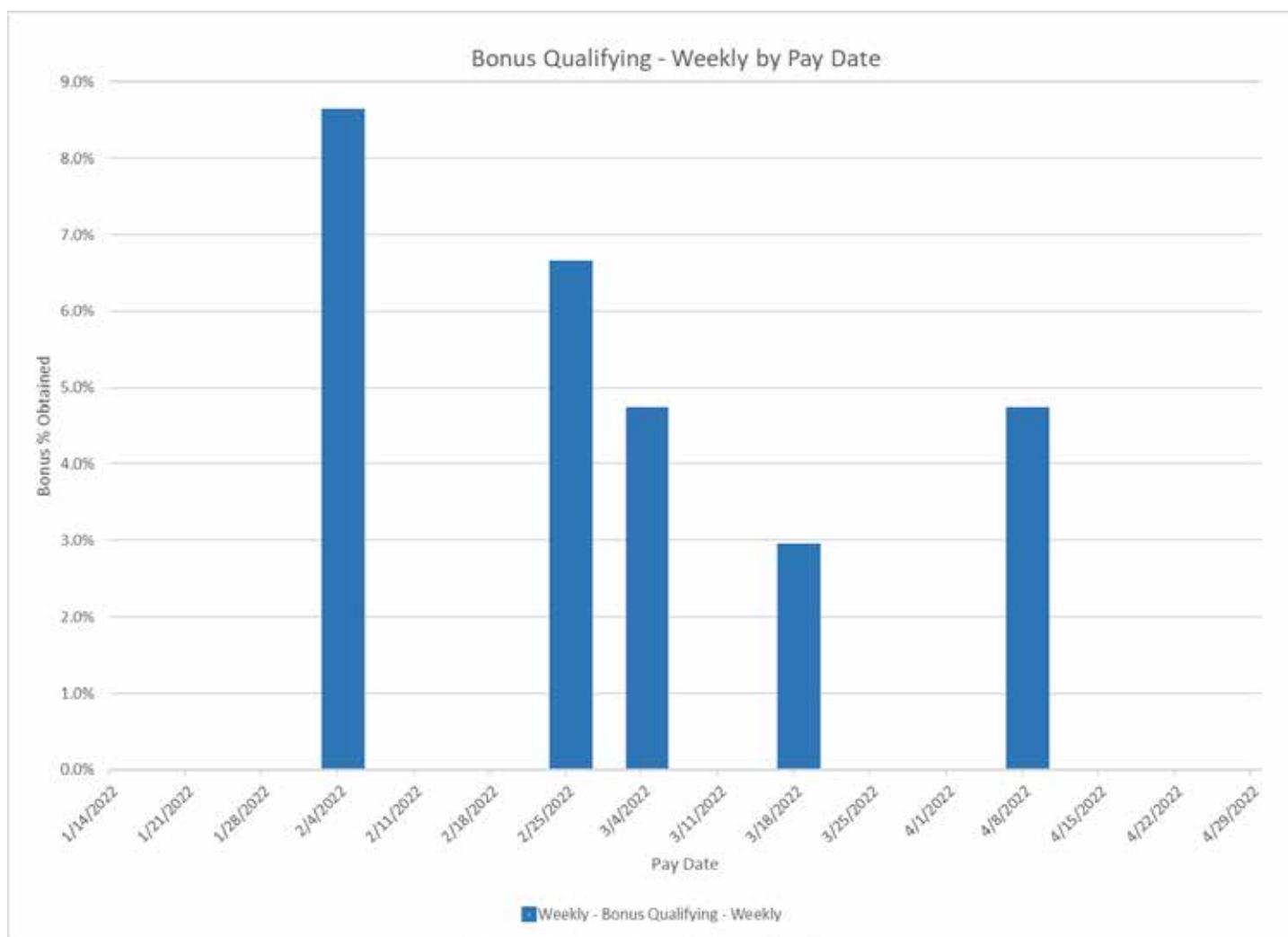
1. First and foremost, expect quality in what you receive and pass along quality to others.
2. Volunteer to help different production areas that are falling behind during the week.
3. Cross train on multiple job functions throughout the plant. Cross training improves your employee review and merit

achievement. Cross training also enables you to help in critical areas throughout the plant toward achieving the weekly incentive.

4. Volunteer for overtime in critical areas. Your efforts could be what puts us over the bar in any particular week. Any earned incentive bonus is paid on top of your weekly pay including overtime and shift premium.
5. Refer someone to be a Harrison Steel employee. We are currently trying to hire 100+ employees to better achieve the company's production goals. Employee referrals result in higher new employee retention rates.
6. Find ways to make others' jobs easier.
7. Train others to be as good as you are at your job.

Lastly, thank you for your efforts to meet Harrison Steel's performance goals. We want everyone pulling together in the same direction. We believe the Production Incentive Program will be a powerful tool towards ensuring we are all working together.

Robert Harrison



The Harrison Profit Sharing and Retirement Plan

As a result of the company's 2021 performance, Harrison Steel made a \$1,310,048 profit sharing contribution, in addition to \$552,358 in 2021 matching contributions made throughout the year. Plan participants with over 1 year of service and who meet eligibility requirements will receive a letter detailing the company's matching and profit sharing contributions for the year.

We are delighted with 2021's performance. Harrison Steel Castings performed solidly throughout the year despite numerous challenges. We look forward to another profitable year and the unique challenges that will come with it. Thank you for your continuing efforts to improve the business and increase profitability.

Robert S. Harrison



WeCare - Valley Oaks Announcement

Starting in May, Harrison Steel will offer limited free mental health appointments through Valley Oaks Health at our WeCare Wellness Center!

A Valley Oaks therapist will be onsite at WeCare each month. This therapist will be available to provide education surrounding mental illness, explain various treatment options, provide problem-solving consultations to patients, and link with more intensive services if needed. Services at the clinic will be provided free of charge to all our health plan participants.

If a participant needs more treatment and wants to pursue regular therapy services, the therapist will schedule an initial intake at the VOH office of their choice.

Since 1938, Valley Oaks Health has been known throughout Indiana for its contributions to treating those with mental illness and substance abuse disorders.

Through our WeCare Wellness Center, Harrison Steel is pleased to join with Valley Oaks Health in providing you a more complete and coordinated wellness plan.



PAY CARDS COMING



Get paid up to two days early
No fees to employees
Mobile App Available
FDIC Insured
24/7/365 Bilingual support
\$3 ATM fee to obtain cash(Horizon Bank)
Holiday pay - no more signing to not cash a check early

GOT PRESCRIPTIONS?

Prescriptions under \$350 are filled by **TrueRx**
Register online, app available, mail order available
Truerx.com/member-portal
866-921-4047
hello@truerx.com

High Cost Prescriptions (at least \$350 per month) are filled by **ShanX**, 314-451-3555, opt 1, ask for Heather
shanxplan.com
shanx@shanxplan.com

Some examples of these drugs are: Advair, Concerta, Duveli, Eliquis, Entyvio, Farxiga, Genivoya, Humira, Januvia, Jardiance, Lantus, Lyrica, Prolia, Restasis, Stelara, Symbicort, Toujeo, Truvada, Xarelto, Xeljanz, Xolair

Do You Drive a Motorized Vehicle at HS?

It's important to fill out the inspection sheet daily. This is how the garage keeps record of which vehicles need service and when they need it.

Think of your personal vehicle. You check these things because you don't want them to break! Our fork trucks are no different. Let's cut down on trucks out of service by improving reporting. Everyone wins!

SFSA Briggs Award 2021

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

The award includes recognition amongst your 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.

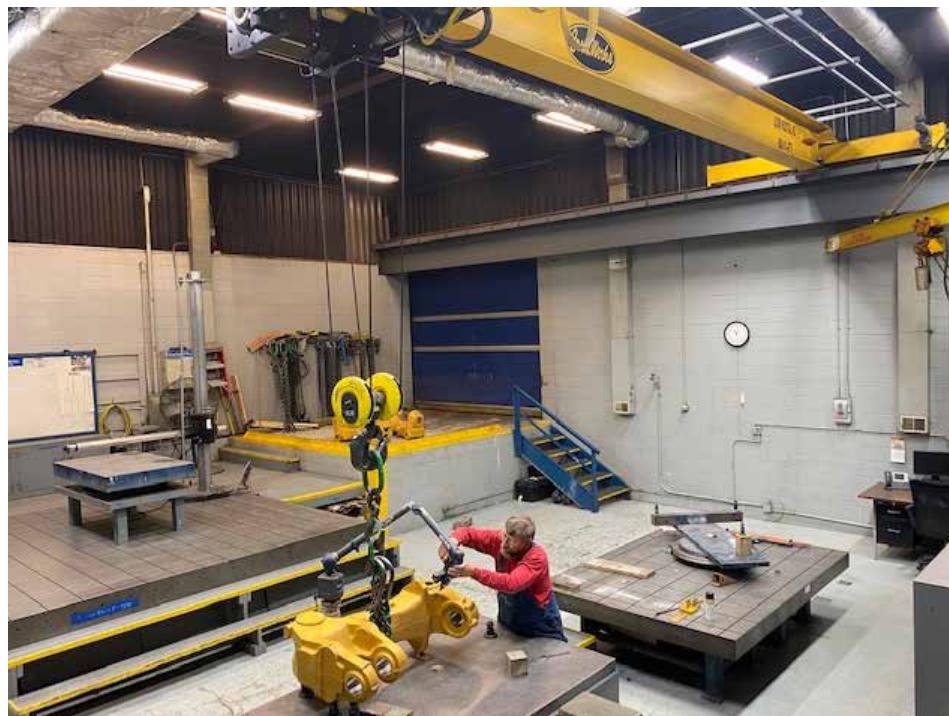
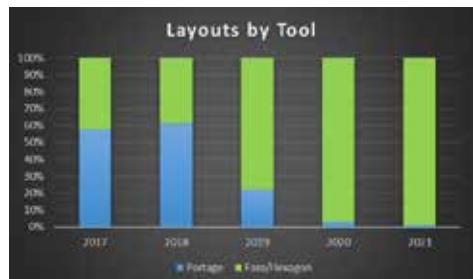
Congratulations Shawn!



Quality

Spring Cleaning is in full swing in Layout! In addition, multiple modernization efforts are in process, including the creation of a new scanning station. Long gone are the days of pen and paper dimensional reports. Our customers continue to embrace new technology and advanced formats for PPAP and dimensional results. In 2018, 61% of Layout hours were spent on our two Bendix Portage Machines. Last year, only 1.5% (or 75 hours) were spent on the portages – mostly for training purposes. Our newest addition, a Hexagon scanning arm, has reduced our Layout time on the four bar links from 12 hours to 4.5 hours.

Natalia Knowlton



Pattern Shop

As the seasons change, so does the Pattern Shop. Rick Rothrock, Joe Smith, Levi Mitchell, and Trevor Kerr have recently joined the Pattern Shop and are learning the fundamentals of pattern making. While he is not new around here, Ron McBride returned to work part-time to lend his expertise in training and pattern building. After a slow year for new patterns in 2021, the addition of new employees is much appreciated as we prepare for a busy year with several pattern orders. We have already completed the patterns for the new chickens and lever and are finishing up the work for the new spindle. Several new parts are on deck for American Metal Bearing, a company servicing the marine propulsion industry. After these patterns are completed, we will make another wheel, and new orders will take us well into July.

Tim Hays and Charlie Swanson retired this spring after having been with the company since 1986 and 1981, respectively. Their wisdom, experience, guidance, and sense of humor will be sorely missed. Tim will be staying involved at HS on an as-needed basis and will also be working with SFSA on various casting projects.

James Russell and several others from the Foundry, Met-lab, and Core Room assisted two teams from Purdue in the annual Cast-In-Steel competition hosted by the Steel Founders Society of America at the CastExpo. This project was a great learning experience for all involved and gave Harrison Steel an opportunity to instill an interest in Steel Casting among college students ready to enter the workforce.



Video of the competition and other information can be found here:

<https://www.sfsa.org/subject-areas/castinsteel/>

CastExpo is a once-every-third-year event where metal casting suppliers gather to promote their products and newest innovations. Paul Kelsey and Sony Mascreen, along with Shawn Martin and George Krummel, visited Columbus, Ohio for a couple days to check out the latest technology and look for ways to implement new ideas at HS to improve production. On their way back, they visited Industrial Ceramic Products, who supply our ceramic tile, and toured the facility. ICP has a great relationship with HS and is always looking for ways to improve and expand their product catalog.

As always, stay safe and have a great spring!



CastExpo

Cyber World

Cyber Security is in the headlines daily. Recent conferences I have attended have focused heavily on the threats we are seeing. It used to be 1 out of 100 were being targeted. Now it's 1 out of 1. No one is safe from cyber threats.

HS has started working with our software / firewall vendors to do Awareness Training on phishing attacks. The best line of defense for any company is a well-trained user. People can help catch what technology cannot.

I thought I'd share some alarming statistics that show how we must all be diligent to help protect our data.

PHISHING

1. Email-based phishing: 83% of organizations said they experienced a successful email-based phishing attack in 2021, versus 57% in 2020. That equates to a 46% increase in organizations hit with a successful phishing attack last year.
2. Bulk phishing: 86% of organizations faced bulk phishing attacks last year, up from 77% the year before. Bulk phishing attempts are “indiscriminate, ‘commodity’ attacks in which the same email is sent to many people within an organization,” Proofpoint says.
3. BEC attacks: 77% of organizations faced business email compromise attacks in 2021, up from 65% in 2020. That represented an 18% increase in BEC attacks.
4. Spearphishing attacks: 79% of organizations saw spearphishing attacks — i.e., attacks targeting specific users—in 2021. That's up from 66% the year before.

SUCCESSFUL PHISHING ATTACKS

Here are some of the consequences that organizations experienced in connection with successful phishing attacks:

- 54% experienced a breach of customer or client data
- 48% saw credential/account compromise
- 46% experienced ransomware infection
- 44% saw loss of data/intellectual property
- 27% were hit with malware other than ransomware
- 24% reported reputational damage
- 22% reported a widespread network outage/downtime
- 18% reported that an advanced persistent threat resulted
- 17% reported financial loss/wire transfer or invoice fraud
- 15% saw a zero day exploit
- 11% paid a financial penalty/regulatory fine

RANSOMWARE

1. Email-based ransomware: 78% of organizations experienced email-based ransomware attacks in 2021 (Proofpoint didn't disclose a comparable statistic for 2020).
2. Ransomware infections: 68% of organizations were infected by ransomware in 2021, up from 66% in 2020. Nearly two-thirds of those organizations were hit by three separate ransomware infections, while nearly 15% of those experienced more than 10 separate ransomware infections.
3. Ransom payments: 58% of organizations infected with ransomware agreed to pay a ransom in 2021—well above the 34% that did so in 2020. Of those, 32% had to make an additional ransom payment to regain access to their data/systems. 4% of those who paid never were able to get access to their data and systems.

It is no longer a matter of if a company will be hit, it's a matter of when. No one can be 100% safe, so stay alert.

Shane Rogers

Foundry

RAISING SAFETY AWARENESS

Safety is everyone's job. One key term, from a safety perspective, is near miss. A near miss can be defined as a narrowly avoided collision or accident or as a bomb or shot that just misses its target. A near miss in our industry is when someone or something fails and there is the potential for injury or property damage. Ideally, Harrison Steel would not ever have a near miss or an injury. Unfortunately, equipment is going to fail and people are going to experience lapses in good judgment. That's why, when a near miss occurs, we need to report it and give everyone the opportunity to learn from it.

We all share the same goal at the end of the day: Go home safely to our families.

CORE TRACKING

I have been privileged to witness Harrison Steel make huge strides in the way we track castings over the past several years. We have the ability to track castings that were sold years ago and dissect the processes—from melting to shipping—these castings have gone through. Harrison Steel is continuing down that path with core tracking, and the testing phase has begun in the Foundry. When this project is implemented in all areas, we will have the same ability to track specific cores back to specific castings.

UPDATES FROM THE TEAM

Mark Mitton got an extra special birthday gift this year: a 20'X20' metal building placed on an existing slab. Mark is anxious to get things organized and get started utilizing it.

Tom Anderson and his wife Connie reconnected with an exchange student from Thailand they hosted 6 years ago. Tom and Connie picked Suphaphit “Peach” Chowchuen up from the O’Hare airport and spent a day in the Windy City, then traveled to Gatlinburg, TN to spend a couple more days together.



Mark Mitton's birthday present.



The Anderson's reconnecting with their former foreign exchange student.

WOMEN OF THE FOUNDRY



Brenda Mitton



Lori Price (left) and Sandra Baldock (right)



Ronette Lape

Metlab and Furnaces

In the Metlab/Furnace department things are going well.

The team is doing a great job keeping the tap hole under control and the banks of both furnaces well shaped. This helps ensure consistent metal delivery to the foundry. Our castable arch is now a regular stocked item. Our goal was to eliminate the arch as a reason to initiate a tear out, and we've been successful. Keeping the brick covered with shot throughout the campaign is our next goal, which will help prolong the working life of the furnace lining.

I would like to introduce three new (re)hires who've started this year. We have Duncan Dillard and Giovanni Crook joining the team in the furnace department. In the lab, we have a returning employee, Kip Rushin, helping Jacob Johns.

Steve Swank retired from the Metlab this year. He served HSC for 47 years. We wish him a wonderful and relaxing retirement! Jacob Johns has picked up right where Steve left off, tracking test material, calibrating equipment, and managing paperwork very nicely. He's brought some fresh ideas into the lab and made it his own.



Our overhead crane in the melting bay, aka '31,' recently got a new face on the cab. This means our maintenance staff will be able to replace the glass, which is quicker and more cost effective than before. It is made of one piece of glass instead of three, which eliminates the seams in the previous glass system and the blind spots that go with them, improving both visibility and safety in the area.

Spring is here, sports are here, time to get your garden in! Be well and stay safe!

*Shawn Martin
Furnace & Metlab*

FUN FOUNDRY FACTS:

In the last 6 months:

676 good heats tapped

13,597 tons of steel melted

348 tensile bars pulled

3668 castings poured

Dad: Did you know I have a fear of speed bumps?

Son: Wow dad! Really?

Dad: Yeah, but I'm slowly getting over it.

Did you hear about the cheese factory in France that exploded?
Yeah, there was Da Brie everywhere!

'Human Castings' Thoughts for Growth & Development

Are YOU an ACTIVE LISTENER? In our previous edition of Tapping Out, I said, "ACTIVE LISTENING is the key ingredient to creating and maintaining an on-going Zero Defect Culture for the development of 'Human Castings,'" i.e. a culture where EVERYONE at Harrison Steel flourishes, where EVERYONE thrives.

Put simply, all of us want someone to listen to us; not just hear us... actually listen to us. Active Listening happens when we are fully engaged with the person talking with us. Below are the THREE A'S OF ACTIVE LISTENING that will help us develop this culture. (by Adina Zinn and Madeleine Criglow)

Attitude. The first A has to do with keeping a positive mindset as you listen. Try your best to approach conversations with a good attitude, and do your best to limit negative thoughts before you've fully heard what someone has to say. Coming into a situation with a negative attitude can give you a bias that prevents you from hearing the other person, or it might distract you from listening at all.

Attention. The second A relates to communicating that you're listening to another person. Showing the other person that you're listening through verbal and physical cues encourages them to keep speaking and helps you focus on what the person is saying. Cues that can help you with this step include making eye contact with the speaker, nodding as they speak, giving them an encouraging smile, and mirroring their body language.

Adjustment. The final A has to do with keeping an open mind as you hear the speaker. Going into a meeting or even a conversation with a friend, you might already have an opinion about what they have to say. To hear them out, try your best to adapt your perspective according to what they're actually saying and be open to changing your mind. This can help you avoid tuning out their words because of something you think about them versus what they're actually saying.

Dave Clark

Cleaning Room

Vickie and Taffney are the best mother daughter duo fork truck driver combination Harrison Steel has ever seen, with fellow employee Kayla Pugh running the 3-wheel blast. We thank these hard-working mothers for everything they do. If you see them around the plant, be sure to wish them a Happy Mother's Day!

Kayla Pugh

Kayla Pugh with her son Wyatt. Kayla currently runs the 3 Wheel Blast in the cleaning room. In her free time, Kayla enjoys spending time with her family. Happy Mother's Day Kayla!

Taffney Sandlin

Taffney Sandlin and one of her five children, Alexis. Taffney joined Harrison last year and currently operates a fork truck on Line 2. Taffney works with her mother, Vickie, who has been with Harrison since 2010! Happy Mothers Day to the Sandlin ladies!

Lycinda Turpin

Night shift heat treat employee Lycinda Turpin and her son Alex. Lycinda is a dedicated worker at Harrison Steel and we greatly appreciate her services. Happy Mother's Day Lycinda!

Vanessa Cintron

Cleaning room clerk Vanessa Cintron with her son, Alex (left) and daughter Arianna (right). Vanessa enjoys decorating planners and spending time with her children. Happy Mother's Day Vanessa!

Laura Brown

Night shift clerk, Laura Brown, with her daughter Amanda (left) and son Josh (right). Laura enjoys gardening and loves bears. Thank you for everything you do, and Happy Mother's Day!



Mothers of the Cleaning Room from left to right, Vickie Sandlin, Taffney Sandlin, and Kayla Pugh.



Kayla Pugh



Taffney Sandlin



Lycinda Turpin



Vanessa Cintron



Laura Brown



MORE CLEANING ROOM UPDATES

Congratulations to cleaning room bugo burner Daniel Johnston on his marriage to Erica (who works in the chill room) this past month!

We are excited to start running a new large lever arm here in the cleaning room for K&M Mach. and Fab. Inc. Here's a picture of it fresh out of the oven and about to be quenched. These large parts bring a new challenge for everyone at Harrison and we're looking forward to it.

Engineering/Maintenance

Spring of 2022 has been a time of preparation for the Engineering and Maintenance Department. We have several projects that will be implemented over the next few months.

One project that was finished recently is a nearly complete rebuild of a CAT 236B skid steer by our Truck Garage employees. This skid steer was in service for several years at HS, but had fallen into disrepair. Garage employees Eric Risner, Rodney Cheesman Jr., and Rodney Cheesman Sr. completed the rebuild, which consisted of a new engine, lift arms, cylinders, bucket, and fresh paint. Rod Sr. is pictured here with the finished product:

We have three very big projects that should be wrapping up in the next few months. First up is a new 10-ton quench crane system for line 5. This crane will be twice the capacity of the existing crane and provide more head-room.

Second is a new 500-ton hydraulic press, similar to the style of the Line 5 vertical press, but updated. This press will be installed just outside the paint room interior door. The foundation and electrical are completed, and now we're just waiting for the press to arrive.

The third major project is a new (to us) G&L G60 boring mill. This machine will be located in the northwest corner of the South Finish Machining Building and will be very similar to the other three boring mills in service there. Construction of the foundation will be taking place shortly.

In addition to the projects listed above, the Maintenance Department has been working on Continuous Improvement projects. Our department has closed about 20 CI cards in 2022 so far, and we're working on several more, including a new water-bottle station around the old AML restroom area.



We are looking forward to the completion of these projects and starting many more.

Happy Mothers Day to all the hard-working moms at Harrison Steel!

UPCOMING RETIREMENT

If you see him out and about, please congratulate Bobby Thompson on his upcoming retirement in May. Bobby has been with Harrison Steel for 50 years. What a great career! We wish Bobby all the best and are so thankful for his time here!

Derek Hughes



HARRISON STEEL
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