

For April-June  
we focus on:

## WHAT'S NEW!

"Do you see a man skilled  
in his work? He will serve  
before kings;..."

- Proverbs 22:29

## Patti Smith Appointed to Senior Management

by Libby Marshall

*"The mission of Administrative Services is to serve the corporation and the divisions, understand and conform to the requirements of our customers...AND have fun doing it! We want to feel like a cohesive staff. I will work with my people to accomplish goals as stated in our mission." - Patti Smith*

As the new Administrative Services Manager, Patti Smith is the second woman to serve in executive leadership. Ruby Moore Hunsberger served as vice President and Chairman of the Board.

"The different objectives of the divisions make it challenging to serve them individually without losing the concept of doing what is best for the corporation," according to Patti. Furthermore, Administrative Services is diverse in its functions. It includes the responsibilities of corporate quality, facilities management and maintenance, bill of material/document control, purchasing, supplier certification, stockroom, information systems, communications and transportation. But Patti has a strong sense of mission and vision about how to do just that.

As early as December, 1967, Patti substituted for the Crown Executive Secretary. She did purchasing for Chief Engineer Max Scholfield in 1975. But it isn't seniority which qualified her for the broad responsibilities of senior leadership. No doubt a certain methodical approach to challenges, and a business and commercial education in Groton, Massachusetts, served her well as secretary to the president of a manufacturing company in the east and will also serve her well in the years ahead.



After marriage to Jared Smith and a move to Elkhart, she worked as secretary for several pastors in the Elkhart area, and the General Superintendent of the United Missionary Church. Then, and now, a sense of mission and vision are part of her work ethic.

The Purchasing Department, which Patti has managed since March, 1987, has consistently accepted this challenge of meeting the corporate mission while serving customers with many different needs. As she explained the philosophy and policies of the Purchasing Department, a corporate-wide picture emerged which covers much more than procurement of goods and services.

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## Success for Working Students

Congratulations to Leonard Emerson, Dave Hosack and Steve Peer. They put in 40 hours per week at Crown International and succeeded in earning college degrees as well.

Dave earned an Associates Degree in Business Management in May from Purdue University. He has also been taking courses in mechanical engineering at the Westville campus toward a Bachelor of Science in Engineering degree.

Leonard Emerson graduated May 12 from Indiana University at South Bend with a Bachelor of



Leonard Emerson

Science degree in Business Management. Leonard majored in Marketing and Advertising and has a minor in Communication/Rhetoric Speech.

Steve Peer achieved a Bachelor of Arts degree in Management of Human Resources and Organizational Management from Bethel College, May 2.



Our buyers and purchasing agents have the entire responsibility for commodities from design, proto cycles and quality questions to supply and servicing as covered by our warranties. From problems on the lines, to incoming quality, engineering, production and the marketplace—the Purchasing Department addresses all areas. This differs from many companies which have procurement people specializing in planning and writing requisitions, finding suppliers, negotiating terms, or expediting shipments. "Know your commodity!" is the motto of the Crown Int'l Purchasing Department.

## Can You Top This?

"People are not always aware of the minor miracles we pull off to maintain production by getting a shipment here by whatever means it takes," Patti said. Their first responsibility is to maintain production.

Patti said, "Master Scheduling meetings sometimes sound like 'Can you top this?'" For example, engineers once needed immediate delivery of some microphone parts from a German supplier to make products for a tradeshow. Within a few days, our buyers arranged the purchase, and had a truck deliver it to a German airport for shipment. The response time was the miracle. The disaster was the fact that the truck was bombed and burnt up on the way to the airport - a suspected terrorist act. The manufacturer supplied another shipment, but the point is, as Patti stated, "Unusual things do come up and you do the best you can."

"Crown Int'l has established a history of what it stands for and how to do business," Patti stated. "We are commended for our professionalism. We are honest, forthright and suggest new ideas. Our suppliers must maintain our quality standards. There are no surprises. If we do give business to another supplier, the current supplier knows when and why it is done.

"We value the people we do business with. If we 'exert pressure' they know we don't 'cry wolf.' We really do need it when we say we do. If we cannot accept an advance shipment we tell them

and they work with us.

"Suppliers' representatives say, 'It's a joy to come to Crown Int'l. It's fun to work with you!' However, we are not reticent to discuss problems and document our decisions. We are very demanding, particularly in the area of quality, but we are up-front and the suppliers know our requirements.

"Problems occur daily. Recently we had a supplier close their doors with no advance notice. We maintained our relationship with another company during Chapter 11 proceedings. Sustaining Engineering has been a great help in finding alternatives to components we had difficulty procuring. No matter what problems we have experienced during the week, miraculously, by Friday, there are usually resolutions. Prayer no doubt has something to do with that.

*There are times when we must recognize that we need each other! We can only accomplish as much as we allow others to help us!*

"There are times when we must recognize that we need each other! We can only accomplish as much as we allow others to help us! A few years ago, problems came up with Motorola, the sole source for a specific transistor; it is not made elsewhere. Our president helped us understand that it had reached a point where the situation was larger than the Purchasing Department alone could control. There are times when the Division Managers and others must help when problems are bigger than Purchasing's scope.

"We often influence and improve the businesses of our suppliers. Our work with Motorola, for example, helped them make a better product. Our requirements provided them with a challenge and they responded with a willingness to work with us."

Patti said, "We strive for mutually beneficial relationships." This is the way the Purchasing Department has operated and this experience will certainly benefit the company as Patti Smith manages Administrative Services.



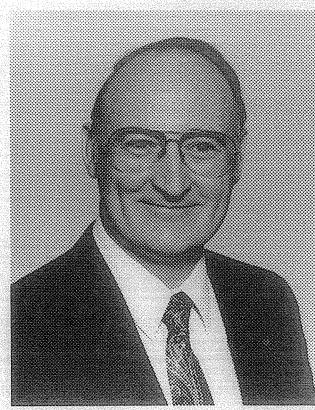
## Speaking of purchasing parts...

Founder Clarence Moore was off purchasing parts for his first 10,000 watt transmitter when his wife, Ruby, went into labor before the birth of their son Edwin, in 1938. Company personnel started making phone calls at 2:30 PM to find Clarence. He made it back in time to take her to the hospital about 7:00 PM. They were in Peoria, Illinois, where the transmitter was built at the R.G. LeTourneau plant.

This plant might have been a forerunner of Crown Int'l. R.G.'s motto was "God owns my business!" and he wrote a book with that title. They, too, had a 9:30 chapel every morning.

R.G. LeTourneau and Clarence Moore had their trust in God and inventiveness in common. R.G. built big machines, the designs for which were eventually sold to Westinghouse and later to Caterpillar.

# Word from the President



We have two needs as a corporation.

1. Our personnel need steady employment.
2. The corporation needs profitability in order to guarantee steady employment.

As a corporation we have been successful in the first area. However, to be able to continue our success of steady employment, the corporation must become profitable.

In a worldwide economic situation which has been highly volatile since '90, neither panic nor excessive optimism is an acceptable or safe approach to unplanned swings in demand. In December and January, we saw a major short-term dip in sales which resulted in the entire company rebudgeting sales for '92. All three divisions were significantly affected but in different ways. The good news was that our current planning process was well enough defined that we were able to plan careful, realistic responses.

Because of the value we place on each employee and their need to support their families, we do not use the layoff approach to compensate for sudden downturns in sales. However, we cannot afford to have employees who are not producing throughput or working on projects to increase throughput in the future or reduce inventory or operating expense.

Works such as production, which affects the present, can be transferred to planning, training and support activities which will affect future throughput. We can also transfer employees from the production area to other areas in the corporation which have long-term projects, i.e. accounting, administrative services, engineering, HR, etc. We used December and January to do a significant amount of training, and supported special projects which will improve our future throughput generating capability as an organization.

"People are like bags of tea. We don't know how strong we are until we're in hot water."

(Dave Bowers gave us this one.)

The other side of the equation is short bursts of orders. These can be as dramatic as short downturns. There is no time to hire and train new employees to meet our customers' immediate needs for production. If we do not respond to the customers they may go elsewhere, now and in the future. In addition to overtime for production workers, we want to be able to train personnel in the non-manufacturing part of the corporation in production skills. They will then be able to step in and provide additional support to enable us to increase production as much as 30% for as long as a month.

When we have perfected this process, we will be able to recover a level of profitability that will keep our personnel steadily employed during downturns.

We are half-way to achieving our goal. We have made the commitment for steady employment. We must now gain the flexibility that will allow us to be profitable so that steady employment can be guaranteed. As an entire corporation, continuing to improve our flexibility in these areas will also give us significant corporate advantages in meeting our customers' needs and keeping their long-term loyalty. With your help we can achieve corporate profitability and guarantee steady personal income.



*Clyde W. Moore*

## Facts On Working Women

Management Review magazine  
compiled the following:

### Getting down to business...

- Almost 60% of all women in America are working or looking for work.

### ..And getting out of business

- More than 40 percent of working baby boom women expect to reduce their job commitments in the next five years because of long work hours and stagnant wages. Almost one-quarter plan to quit work altogether in the next five years.

### Dancing on the ceiling...

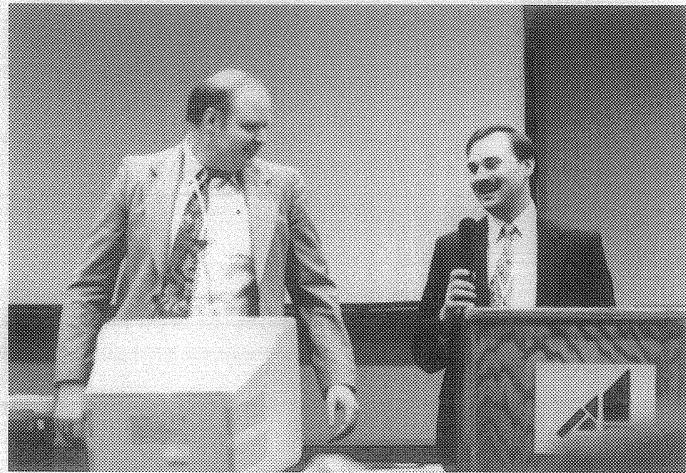
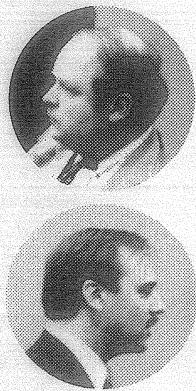
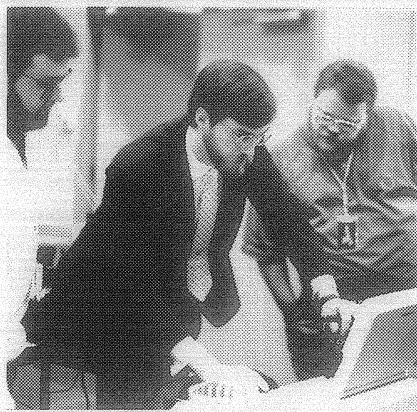
- Nearly 80 percent of CEOs acknowledge that there are identifiable barriers to women's advancement.

### Change is in the air...

- For the first time in 20 years, the share of working women who would prefer to stay home with their kids, if they could afford to, rose above 50 percent. In 1986, 33 percent of working women would have preferred to stay at home, but in 1990, 56 percent would have chosen that option if they could.



# IQ School Saves Spotted Leprechaun from Utter Extinction



by David E. Harris

How the IQ School saved the spotted Leprechaun from utter and complete extinction is a wonderful tale of adventure and even a little intrigue. Of course, we had our doubts that it could be saved, but this green paper is proof of our success. Before we proceed with strange tales from Middle Earth we'd better talk about the most exciting story of all...

Fantastic things happened at Crown's second IQ School February 17-18 including the first hands-on training with Crown's exciting SMX-6 multiplexer. What's an SMX-6?

It's like a mixer with six mic or line inputs, two main outputs and two switchable bus outputs. It has a sensing circuit like many mixers so it can listen to each input even when the volume is turned down. But the similarity stops there. A tiny computer (microprocessor) souped up with some really nifty software uses this powerful sensing capability to do things like automatic mic mixing, automatic feedback control, compression, level control—the list goes on and on.

It's so powerful it can replace a human operator and automatically control a sound system all by itself. Dr. Clay Barclay, its inventor, calls it "distributed intelligence." It's really cutting edge technology and it's exciting to be involved with its development.

It sounds pretty complicated, doesn't it? Just imagine what it was like for Dr. Barclay, Jim Stembel, Verne Searer, Dennis Badke, Craig Schroeder and me to put together a two-day IQ School to teach consultants, contractors, end users, and Crown and Amcron employees about this and other IQ technology. It's like trying to give someone a drink of water from a fire hydrant—you've got so much information you want to give them, but they're not Vulcan (so you can't mind meld) and you've got only two days.

What makes IQ so exciting is the marriage of the computer to audio gear. Just think of all the things you can do with a computer by just installing the right software,

then you will begin to appreciate the incredible possibilities that computers are bringing to audio systems. You can make sweeping changes to your system in seconds with software. The SMX-6 is the first IQ component to demonstrate this in a big way and it's only the beginning.

The February IQ School was held at the beautiful Century Center in downtown South Bend. Jim Stembel served as overall coordinator and Sandi Walters served as hostess and *most valuable person*. Mike Pappas and the staff all contributed to the setup. There was a lot of IQ equipment, computer and audio gear to haul to South Bend.

Clay opened the class with "An IQ System Overview," then I followed with "IQ Basics" and the "IQ-P.I.P." Verne covered amplifiers. Clay taught the SMX-6 class followed by Jim with the MPX-6 class. Dennis and Jim teamed up to teach "Troubleshooting." Craig showed diehards how to create their own software. During the school, Mike mixed the audio with an MPX-6, providing a powerful real-time demonstration.

Three guest speakers were also flown in to share their real-world experience with their IQ Systems, including Ron Baker (WJHW, Dallas, TX), Sam Helms (Sigmet, Freehold, NJ) and Steve Rypka (Las Vegas Hilton, Las Vegas, NV).

The IQ School has already started to reap terrific benefits, insuring that Crown audio components are used in major installations like Bull Stadium in Chicago and a wide variety of applications from Garth Brooks' touring system to a huge stadium in Hong Kong.

Two more IQ Schools are planned for 1992—a one-day mini-school in May for Crown's Reps and an expanded three-day school in September. The September school will include an optional IQ certification program to qualify IQ System installers.

Drat! We're out of room! I guess we'll have to tell the tale of the spotted Leprechaun next time...



**Instructors:**  
Dr. Clay Barclay  
Jim Stembel  
David Harris

**Instruction Specialists:**  
Verne Searer  
Dennis Badke  
Craig Schroeder

**Mixing Engineer:**  
Mike Pappas

**Hostess:**  
Sandi Walters

**Amcron Attendees:**  
Eric Hruza  
Roy Pickler  
Jerry Stutzman

**Crown Attendees:**  
Mark Chapman  
David Geiman  
Don Peterson  
J.C. Utter

# Crown Int'l Goes Over Big With Broadcasters

by Bruce Bartlett

This April Crown had a great showing at the National Association of Broadcasters (NAB) Convention in Las Vegas. The show was attended by 52,000 people, and our booth was always busy until the last day.

**Scott Robbins, Denny Badke, Tom Lininger, and Bob Herrold** manned the booth. Scott reports that the show was much better for us this year than last, thanks in part to a highly visible booth location in the new radio/audio section of the Convention Center.

We set up an IQ SMX demo which excited many broadcasters. The SMX is a computer-controlled 6-in, 2-out mixer which the user can program. The user can set up the SMX for automatic operations: turn mics on and off, adjust their levels and keeps them from getting too loud or soft.

Denny showed the SMX system to the audio staff of the Las Vegas Convention Center. One engineer reacted, "Wow, I didn't know it could do all that!"

We also showed three big racks of power amplifiers. The industry-standard power amp used by broadcasters is the D-75, a relatively small unit. According to Tom Lininger, "Some broadcasters got warped out of their minds when they saw a Macro-Tech 10K!"

Interest ran high in our newer microphones, such as the SASS-P Mk II stereo mic, PCC-170, LM gooseneck mics, and the CM-230 tridundant mic.

As proof of the show's success, we took home a five inch thick stack of leads and literature requests.



## IQ School Endears Llamas

Carolyn Davis of Synergetic Audio Concepts (Syn-Aud-Con) in Norman, Indiana, photographed her kissing llama getting acquainted with IQ Seminar attendees in February.



*Don Eger not so eager!*



*Ron Bennett more receptive!*



*Jim Bumgardner likes it!*



*The llama picks Jim! (Sam Berkow unreceptive!)*

# Bridge-building In Process

Corporate Productivity Development Manager is Terry Frick's new title. It focuses on the need to further develop manufacturing systems Crown Int'l has put into place. Key projects will be: (1) building a bridge between the Material Resource Planning (MRP) system and the new Theory of Constraint (TOC) "Disaster" software for shop floor scheduling; and (2) implementation of synchronous manufacturing.

As Fabcom Manager, Terry was charged with putting together a conceptual framework for Fabcom growth beyond the services to the present three divisions. Working closely with supervisors and personnel to improve Fabcom throughput consumed a major portion of Terry's time. It was a challenge, but Fabcom went from, "We'll get it done if we can, but it might be late..." to a "We are on time, every time" group, according to Clyde Moore.

Steve Peer moved into Plant 3, where Fabrication and Wire Prep are housed. He assumed responsibility for Fabcom management in March. Terry moved into the staff function for the corporation to share his manufacturing expertise with manufacturing managers, engineers and production people, and work toward smooth communication between people and systems.



Clyde Moore introduced Terry Frick's new responsibilities during assembly March 18.

Crown Int'l intends to be in the forefront of manufacturing technology. Terry's job will be to help us gather our best resources together toward becoming a competitive World Class Organization.



## What's New in Plant 3?

Rena LaBeau said, "I like this (Plant 3) better. We have a lot more room and our stock is right here." The new air conditioning system is a relief after months of testing and repairs to remedy fumes, gas leaks and much dust.

Live Fabcom assemblies take place once every two weeks in the blue and cinnamon decorated lunch/vending machine area. They view Plant 2A assemblies on other mornings.

Steve Peer, Fabcom Manager, offered the use of the Fabcom University Training Room. The second floor room is a place where learning takes place. Fabcom conferences in this room are meant



Steve Peer, Fabcom Manager

to be learning experiences, not just meetings.

The newly constructed room is air conditioned, but also has windows which open to the outside for fresh air. Comfortable upholstered seats for twelve, connecting conference tables which can be separated, white board, easel, video player with color monitor and telephone furnish the room. Other company departments may call Wendy Murphy, Extension 280, or Robin Bumpus, Extension 357, to schedule the room. Vending machines and restrooms are located on the main floor just below the conference room.

"We are proud of this facility, and encourage you to use it," said Steve Peer.

YOU ARE  
INVITED  
TO  
  
THE PLANT 3  
LIVE ASSEMBLY  
AND  
OPEN HOUSE  
  
WEDNESDAY,  
JUNE 17,  
BEGINNING AT  
9:30 AM.

# What's New in Plant 3 - Wire Prep

by Libby Marshall

The name "Wire Cut Department" doesn't quite cut it when it comes to describing the work. "Wire Prep" is more like it! There is a lot more color on the east side of Plant 3 than the rows of red, yellow and blue spools of wire lined up on shelves.

There are also at least 36 different types of terminals and connectors in various colors to fit to certain gauges of wire and applications.



Rena LaBeau

## Rena LaBeau Attains GED.

"It was like a ray of sunshine to get those papers in the mail when we returned from my grandmother's funeral on May 23," Rena said. With her Mother and sister-in-law, Lorena and Deb Williams, she learned they had passed the exam for the General Equivalency Diploma (GED).

They had taken a pre-GED test in April. After some evening review classes at Memorial High School, they spent three evenings taking the GED exam at the Elkhart Area Career Center in May.

Another mom and two daughters took the test at the same time. There was a real joy in sharing their achievements. They will celebrate with a party after commencement in May 1993, since they just missed this year's ceremony.

In the photo Rena LaBeau demonstrates how she and April Wyatt use an "Amp" machine to crimp terminals to wires for PSA amp power cords. She explained how precisely the cable wires have to be aligned in the terminal to prevent possible burn out.

Actual wire cutting is done by a machine which cuts wire to length in less than half the time a person can do it by hand. More time is spent preparing or prepping wires. In the photo Theresa Rorie removes foil from wires inside MA cables. Karen Foster, Thelma Freel (recently retired), Treva Kauffman and Jan Slabaugh also do most of the above tasks, since they are all cross-trained to support each other.



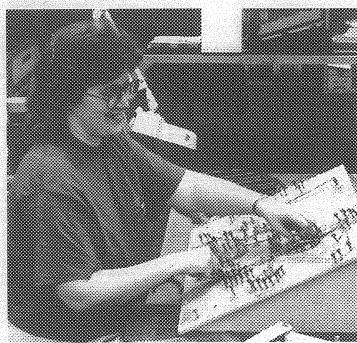
Theresa Rorie

## Hand work

While machines have made some of the work more precise and faster, the Level Control of the Power Tech and Geodyne amplifiers, assembled on Lines 2 and 10, require "shrink wire" work. The cable is too flexible to cut by machines. Carrie Richards likes working with this soft cable. She showed how to strip the ends, unwind two copper shields, pull away string insulation, twist two wires together and solder. The shrink tubing is squeezed and adheres to wires, which then have to be marked.

## Wire Harness

Lori Crabb and Karen Hill weave intricate wire harnesses for the PS200s and 400s once a month.



Lori Crabb

Patterns are laid out on boards with pins to guide the wire placement. However, the technique to bend, twist and weave the wires in just the right pattern takes some practice which they

say is fun. It took about 45 minutes the first time they tried it, but it did not take them long to master the process. They now can lay out harnesses, attach the wires together with plastic tie wraps and snap the completed harnesses off the board every 15 to 20 minutes.

## Coordinator

Norma Miller, the coordinator, says that exercise is the good thing about delivering stock to the lines one to four times a day. "A lot of our work goes right to the lines. I take it myself because I feel better if I know it gets where it belongs, especially if it is a rush order."

Wire Prep was the first department to learn the new company part numbering system. Most of them are veterans who know their wires so the codes for size, color and product are easy for them to identify. They know what wires go with what products.

Wire Prep is also the first department to handle its own stock at the production location. Norma enters all Wire Prep stock transactions into the MRP computer system. This is not quite as convenient to engineers who must retrieve the wire stock to use in the other buildings, but saves time for the Wire Prep Department.



# What's New in Plant 3? - Fabricated Components (Fab)

by Libby Marshall

Plant 3 is not new to us. **Steve Butz** moved in with the Amada King punch press in May 1990. He still is the only set-up person for the King, but as Team Leader he now coordinates the efforts of **Dale Gibson** and **Art Rowe**. **Bill Harris** and **Robert McLaughlin** operate the Amadas on the night shift. They keep three Amada punch presses running two full shifts, at least four days a week.

It was the Amada team that showed how a group of individual workers can brainstorm ideas to use experience and skills and come up with some new ways of doing things. They broke the bottleneck at the Amadas and paved the way for the team concept to work in other Fab areas.

**Dave McClellan** was an Amada operator on the night shift until he was appointed supervisor in June, 1991. One key responsibility of a supervisor is to communicate with managers and other departments. While all this communication, along with seminars and meetings, is going on, coordination of immediate work orders, time sheets, and scheduling of machines and personnel fall to whomever is available. **Bob Malone** functioned as coordinator before the need for the job description was recognized. Last fall Bob got the title. **Mel Smith** has long been night coordinator.

Dave says, "It is easier for me to be able to speak to Bob and the team leaders, **Scott Gay**, **Dolly Fulmer**, **Brahma Nand** and **Steve Butz**, and not have to discuss everything with everyone."

**Robin Bumpus** keys production data into the Data 3

system, and prints and distributes reports. Another big responsibility for her is coordinating the orders going to outside contractors for fabricated parts.

Quality Assurance falls to **Robby Fredrickson** who came to Fab from the pre-divisionalized QA Department. He inspects parts to see that they conform to blueprints with no defects. However, if the production lines scrap any parts because of perceived defects, Robbie sees to it that they are reported back to Fab and the managers for correction.

One of the first teams to make dramatic quality improvements was **Brahma Nand's** deburring team. They were chalking up zero defects regularly early last year. They looked not only at their own work, but investigated procedures in other areas that caused scratches, burrs and other

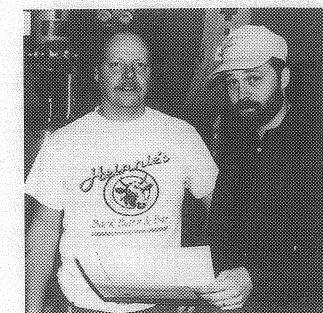
defects. When they showed others what they found out, the other teams were cooperative in making changes. Team members are **Phuoc Doan** and **Mike Walters**.



Robby Fredrickson



Dale Gibson, Art Rowe, Steve Butz



Bob Malone and Dave McClellan



Cherylee Wood and Brahma Nand

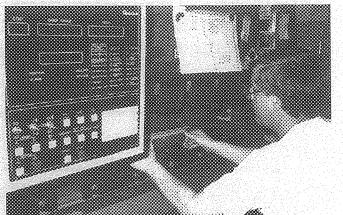
Heatsinks are coolant systems for amplifiers, and right outside the deburring room you'll find the heatsink operations. This has turned out to be a less than satisfactory arrangement because of the dust generated by deburring. **Dolly Fulmer's** team of **Darnell Davis** (in "Real People" at the time of the photo), **Linda Marra** and **Phyllis DeJaegher** are cross-trained to cut finstock, assemble and glue the heatsinks, bake them in the oven and tape (shroud) copper heatsinks which won't stick with glue.



Larry Potterbaum



Andy Newman and Scott Watson



John Brosius

**John Brosius** and **Gene Gevaert** are the senior brake press operators. John Brosius trained **Phuoc Doan** recently on these forming machines. Another brake press will be added before the year is over. These machines form metal parts by bending them into shapes. **Scott Gring**, **Mike Peli** and **Charles Johnston** operate the brake presses at night.

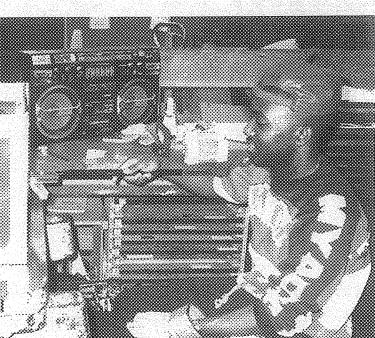
Who said there are no white-collar workers in Fab? **Larry Potterbaum**, the gentleman CNC Wasino Mill operator, dressed for the picture. He pointed out the spindle speed and feed operations with the brackets he was cutting. He can also adjust the start and stop times with the computer controls on his machine. Computer numerically controlled machines are explained further on page 10. See "CAM for CNC."

**Scott Gay's** team-**Andy Newman**, **Scott Watson** and **Steve Base** set up and run spot and stud welders and the lathe. **Stephen Sisler** and **Leonard Emerson** run these machines at night. Andy Newman explained his project to cut goosenecks for microphones. Since the lengths have to be exact to fit, he lays them carefully side-by-side as they are turned. Since the lathe turns in the opposite direction from the spiral on the gooseneck, he has to reverse the bit. There are five to ten things to watch for and inspect: the fit and exact length, outside and inside diameters and burrs on the steel. He must turn back the brass at one end just the right amount, measure them frequently with calipers and put in pins with a grinder to clean up the ends. This is a limited run; he has done about 1200 in the past two months and does 150 to 200 per order.

**Andy** is a mold-maker journeyman. He learned about the lathe in high school and worked in a production shop for five years.

Crown Int'l's original rap artist (note jambox in background), **Cary Thompson** specializes in operating a punch press. In the picture he retrieves an overlay panel formed by his machine. He sets up the operation according to measurements indicated on blueprints. Understanding drawings and blueprints are important for all fabrication personnel.

**Laveta Randall's** PEM Serter is one of the used machines purchased just after the fire twenty years ago. She was observed changing set-up brackets to insert screws and nuts on parts. She checks the prints to see just how they are to be inserted, but after ten years, she knows the many sizes and types of screws and nuts needed for certain parts, by heart. **Darren Jervis** performs a similar operation for the second shift.



Cary Thompson

## Ed Griesinger Keeps Stock Moving

The job description is not finalized yet, but **Ed Griesinger** is devoting full time to transporting parts back and forth between the Stockroom and Plant 3. He receives all raw material for Fab and enters the data into the computer system. He drives a tow motor and a truck to get the job done.

# Fabcom's Unsung Hero

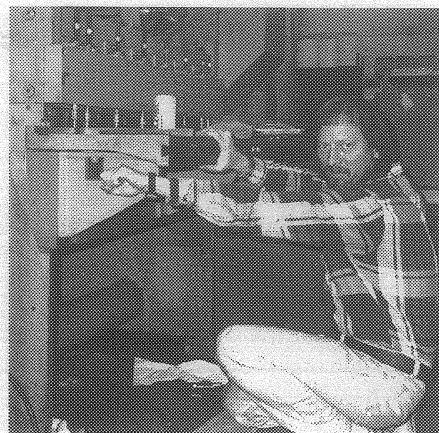
by Libby Marshall

"Excellent machine operators are as important as any maintenance person in maintaining their machines." Steve Scholfield commended Crown Int'l supervisors and operators: "It is exceptional the way they do the preventive maintenance (PM) that they do. I'd never have time to do it all, and we would have to hire more people. They are responsible for our having very little down time and well-maintained equipment."

Steve encourages supervisors and operators to read machine manuals and look for broken parts. "They are my eyes and ears at finding problems," he added. According to Dave Stuber's recent figures in The Times, there are about 400 pieces of equipment to maintain, including air conditioning/heating systems and the waste pre-treatment facility. Steve has manuals for most of it. He spends time studying schematics to trouble-shoot and identify the parts needed. He writes requisitions for replacement and spare parts to the tune of thousands of dollars some months.

"My goal is not to have major, expensive service calls. Most service centers are good at spending time on the phone, talking me through a problem, so they don't have to come out. I have learned a lot that way," Steve said.

In the photo Steve is fixing one of the two shearers which cut big pieces of sheet metal in the



Steve Scholfield

Fabrication Department. Both of the shearers are post-fire, used machines which have been going strong for 20 years. We do purchase new machinery from time to time. However, when you note the ages of the machinery we bought used, you realize a master mechanic must keep them running.

Steve has worked on just about everything except vehicles, but he gives credit where credit is due. The rest of the maintenance crew, especially Eric and Dave Stuber, team-up with Steve to give extra hands and expertise to the big projects. Eric's advice as a former auto mechanic is always valued.

Fabcom has 160 pieces of equipment. Steve keeps a spare parts inventory and, with the operators' help, figures they save hours of down time and thousands of dollars in service calls each year in preventive and in-house maintenance.



## More Real People

All Paint Line people have completed the Real People program. As of the end of the first week in May, all Fab employees except three, have completed it. Other departments have given all or most of their employees this opportunity, as well. Approximately 354 out of 577 employees, and 80% of production employees, have done the DISC personality profile and studied the effects our personality traits have on our relationships with co-workers and others.

## CAM for CNC

Computer numerically controlled machines, better known as the CNCs, revolutionized the Fabrication Department. Denny Pierce, former CAD/CAM designer, explained what takes place after an engineering designer stores a three-dimensional drawing of a part in the mainframe computer.

In Fabcom Engineering, John Flanagan "unfolds" the design from the mainframe to determine the "bend factors" for a flat pattern. The CNC programmer, now Kevin Mathews, retrieves the layout for flat sheet metal and uses a punch press computer aided manufacturing (CAM) module from Unigraphics software to create an CNC program, sometimes with multiple parts. This is stored in the main frame.

The shop floor machine operator calls on the phone when he is ready for the program, and it is down-loaded into the machine. The operators can make speed/feed adjustments or change tool stations or tools with the CNC at the machines.

## Transmitters Begin Here



HCJB's Chief Engineer Herb Jacobson, Technical Center Director Dave Pasechnik and Mechanical Coordinator Ralph Horn work on an idea in the new machine shop location in Plant 2, next to Amcron.



# Christians on the Career Path

by Libby Marshall

People are unreasonable, illogical, and self-centered.

*Love them anyway.*

If you do good, people will accuse of you of selfish motives.

*Do Good anyway.*

Honesty and frankness make you vulnerable.

*Be honest anyway.*

The biggest people with the biggest ideas can be shot down by the smallest people with the smallest minds.

*Think big anyway.*

What you spend years building may be destroyed overnight.

*Build anyway.*

People really need help but may turn against you if you help them.

*Help them anyway.*

Give the world the best you have and you may get kicked in the teeth.

*Give the world the best you've got anyway.*

*—Anonymous*

Submitted by David Hayden

Larry Green's leadership was vital during the first year of Career Pathways testing operations. Career Pathways is an outreach of the publication, Christian Financial Concepts: How to Manage Your Money. Director Lee Ellis plans to develop materials to educate Christians on career planning from a biblical perspective. He thanked Larry Green and CFC for making the new outreach possible.

"Forget about earning a title; it's more important to develop skills," states a sub-title from the Atlanta Constitution which Mr. Ellis quotes. Compare that to Proverbs 22:29: "Do you see a man skilled in his work? He will stand before kings; he will not stand before obscure men."

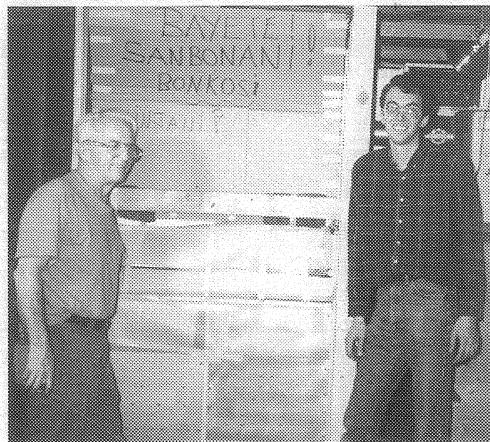
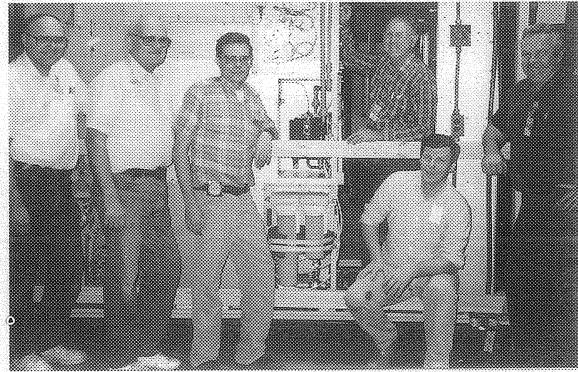
Mr. Ellis points out that we all are hired because we have a skill or ability needed by an organization. To sell yourself when applying for a job, you have to know who you are, what capabilities you are selling and how to describe them. Furthermore, we all need to continually develop our skills.

"If you are in a good occupational match, you will become a more skilled, motivated and capable employee," according to Ellis's article. The goal of Career Pathways is to help clients account for their talents, so they may one day stand before the King and hear the words of Matthew 25:21, "Well done, good and faithful servant! You have been faithful with a few things; I will put you in charge of many things. Come and share your master's happiness!"

## "Bayete!" Greetings to the King of Swaziland

HCJB does it again! Friday, April 10, the editor became aware of some heavy movement outside the office door. Slowly, but steadily, the crew shown here guided another 100,000 watt transmitter, perched on two custom dollies, into position behind a semitrailer waiting at the Crown Int'l receiving dock.

Pictured left to right are: Cal Donner, Ralph Horn, Larry McGuire, Jim Lawhon, Tracy Forbes, and Doug Libby. With Tracy on a tow motor, they ingeniously used two by fours as wedges and levers to carefully inch the transmitter into the trailer.



After it was inside, Burt Lozier and Jeff Kennell posed beneath the typical greeting of the Si Swati language: "Bayete! Sanbonani! (Hello) Bonkosi (My princes!) Ninjani? (How are you?)" In person, the greeting would continue to include the whole family (as in the Old Testament).

A grain hauler from Illinois donated his truck to pick up the container Monday, April 13, and it was driven to Baltimore to be shipped to Durban, South Africa, by May 31. The container, a bargain purchase, will be trucked overland to Swaziland to arrive the middle of June, where it will be used for storage after the transmitter is unloaded.

## CTM Awarded to Toastmaster Rhonda Chapman

Rhonda Chapman completed ten speeches according to the requirements of the Toastmasters' beginning manual. Toastmasters International awarded her the Competent Toastmaster (CTM) designation April 14.



New officers were elected May 7 for the July 1992 - June 31, 1993 program year. They are:

President	Bob Sproston ATM
Vice President Education	Rhonda Chapman CTM
Vice President Membership	Jim Beattie
Vice President Public Relations	Ben Dorsey CTM
Treasurer	Jim Bontrager
Secretary	Ken Andrysiak
Sargeant at Arms	Ray Rogers
Immediate Past President	Cilla Meachem CTM

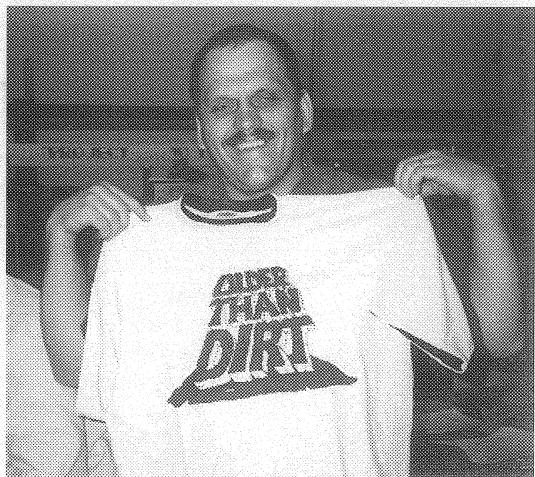


### Over the Hill?

If 30 is "over the hill" we'll eat our black cakes! But Cheri Engelbrecht graciously accepted the good wishes of her friends in the Modules Department on her birthday, April 20.

### Older Than Dirt!

Paul Barna enjoyed yet another birthday celebration April 10. Not satisfied with just the classic T-shirt, the Modules night shift also shared one of those black decorated birthday cakes.



Sharon Arnold

### Baby News

Sharon Arnold had the party in November, thanks to her friends on Line 1. Her daughter, Jerrice, had a fine baby boy, Harold Clifton Arnold, II, weighing in at 11 pounds, 10 ounces December 20.

Hayden Michael was born to Diane and Dennis Bailey April 2nd.

Martin and Marcy King are celebrating the birth of Allison Rebecca April 17.

Jamie Christine Putz joined Tammie and Jim and their sons Friday, April 24. "She's sweet", said Jim, and he promised to introduce her soon.

Beth and Tom Pettifor introduced Kristen Elizabeth to everyone when they received their employee committee baby gift April 29. We apologize for spelling her name wrong in the last issue. Congratulations to Beth on achieving the Registered Nurse (RN) status. She earned a BS in Nursing from Goshen College and is now employed part time by Elkhart General Hospital.

Ed and Karen Belonge are the proud parents of David Edward born May 31.

# Roger Meachem Pilots Flower Express

"I got a wonderful case of hayfever," said Roger Meachem. In his single prop Beech Sierra, Roger flew 28 cases of daffodils from Valparaiso, Indiana, to Elkhart Wednesday, March 18. American Cancer Society volunteers sold the daffodils for their annual fund raising campaign. The Women's Pilot Association coordinated Indiana deliveries from their distribution center in Valparaiso.

Roger enjoyed the trip in spite of the sniffles. It was worth it for the American Cancer Society and the recipients of its services. Phyllis Gates, Employee Assistance/Wellness Manager, announced that Crown International volunteers Sue Ramsby, April Wyatt, Audrey Delcamp, Carol Tremer and Risa Wright collected \$451.25 for daffodil orders to present to the society.



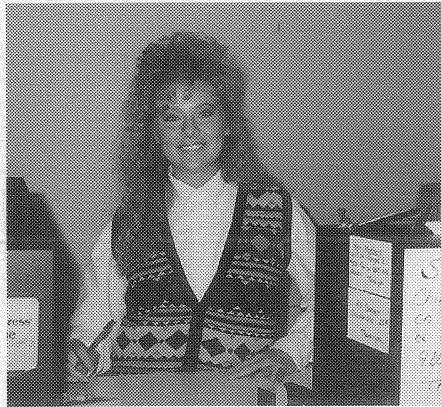
Kathleen Stout, Ed Collins, Gloria and Jim Moyer.

Jim Moyer, a longtime engineer for Manufacturing Engineering, received 15 bouquets from Crown Int'l friends concerned about him and his fight with cancer. The Employee Committee delivered all daffodils Thursday, March 19.



## "Just the Money, Honey!"

Corinda Edwards, Chiphone teller, got off to a fast start at the Crown Int'l branch because one patron helped to break in the new trainee by repeatedly saying, "Hurry up!"



Corinda Edwards

But she likes working at Crown Int'l better than the main branch because she has been able to get to know everyone since the same people bank here all the time. She knows just what to do when she hears requests such as, "The usual," "Just the money, Honey!" or "I need to know the balance everywhere!"

Corinda has worked for Chiphone for two and a half years and has been the three-day a week Crown Int'l teller for most of that time. Others help during the Thursday paycheck rush.

Chiphone is open at Crown Int'l every Monday from 11:00 am until 5:00 PM, Thursdays from 9:00 am until 5:00 PM, and the new Friday hours are 9:00 am until Noon. They provide full-service banking including travelers checks, Visa payments, and account information.



## Engagements Announced

Joy Moore and Phil Hoover announced their engagement during assembly late in March. October 3 is the date for the wedding at the Nappanee Missionary Church.

Marcia Jones and Tom Estep were engaged in April. They are planning to be married October 10 at the Winding Waters Brethren Church.

Sue Stacy is engaged to Dennis Tansey. They will be married July 17 at the Coalbush United Methodist Church in Mishawaka.

There will be fireworks on Cheryl Crowel's and Ed Griesinger's wedding day! They are planning to be married July 4 at St. Bavo's Catholic Church in Mishawaka.

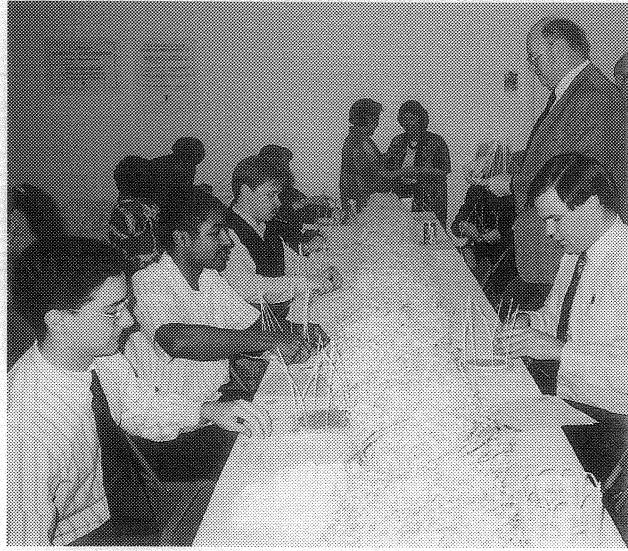
Canteen Rep, Marti Hooley is engaged to George Horvath. The date is pending.



# Techron Relieves Stress

By Libby Marshall

Techron employees did not eat grass at their April luncheon meeting. They did weave their own Easter baskets. In the picture (left to right) Jim Finneran, Steve Reives, Don Boughton, Don Eger, and Ed Revak approach the task seriously.



Their baskets finished, Jim and Jane Bontrager eat jelly beans and talk finger-talk with the provided finger puppets, before filling their baskets with the goodies.

Don Eger's short explanation of the Theory of Constraints (TOC) was all it took to work Techron employees into the basket-weaving. Carol Tremer introduced Geneva Miller who, in true Customer Service fashion, provided all the needed material, instruction and even buckets of water at both ends of the tables for soaking the reeds.

They didn't leave a thing for the Easter bunny to do.



## Employee Committee

### Financial Report

Balance as of January 31, 1992      \$1324.11

#### Receipts:

*Canteen	\$1,256.78
*Michiana Savings Cards	1,320.00
*Misc.	21.00
<i>Total receipts</i>	+ \$2,597.78
	\$3,291.89

#### Expenditures:

* Flowers	\$269.90
* Skating Party	191.00
* Baby Gifts	100.00
* Easter Egg Hunt	75.00
* Spring Carry-In	997.05
* Michiana Savings Cards	1,550.00
* Misc.	33.90
<i>Total expenditures</i>	-3,216.85
Chiphone Balance 5/4/92	\$705.04

### Events

June 6...Rain Date June 13

Garage Sale

July 18  
Children's Museum/Indianapolis Zoo

August 15  
Crown Int'l Annual Picnic

October 24  
Gurnee Mills Shopping Outlet Trip

To call a message to the committee: Dial 255, then \* (for quick message), then 785 and leave your message when asked.

# Doing It Right

## QIP News and Updates

by Dave McLaughlin

One time or another, each of us has put together a plan to accomplish something we thought was worth doing. It may have been scrounging up enough money to get to the prom (must be the time of year that makes me think of this), planning to get a particular job, or completing the task of convincing our spouse that she/he really did want to marry us. In our heads or on paper, we described our current situation, and then how we were going to get from where we were to where we wanted to be.

In Theory of Constraints analysis, this process is accomplished by the construction of a Present Reality Tree, which is a picture of how things are. This is followed by the construction of a Future Reality Tree, which is intended to show how you want things to be. The procedure is reasonably simple in concept, but can be complex in its execution.

To begin the process, it is necessary to list current undesirable realities. What is happening that we do not want to happen? Following some agreement on these undesirable effects (UDEs), the next step is to decide what is causing these effects. As the effects and their causes are uncovered, the tree can become very complicated, as causes are added, and the causes of those causes join the tree. Causes and effects are often interrelated, so the branches of the tree may crisscross and form loops.

Eventually, the fundamental reasons for the cause and effect chains leading to the undesirable effects will be uncovered. These root causes will have to be changed in order to change the unwanted effects at the top of the tree. When the group is satisfied that the root causes have been identified, the construction of the Future Reality tree begins.

"Short words are as good as long ones, and short, old words, like sun and grass and home, are best of all. More small words than you might think can meet your needs with a strength, grace, and charm that large words don't have."

Richard Lederer

The Future Reality Tree is built in reverse. Changes in root causes produce chains of effects that eventually lead to desirable results. Evaluation of relationships between causes and effects again forms the essential activity needed to make the finished tree realistic. Once there is substantial agreement in the accuracy of the Future Reality Tree, it can become a guide for making the changes needed to reduce undesirable effects and replace them with the desired results.

Reality Tree analysis is giving us an important new tool to use in evaluating our performance as a corporation, and a means to combine talents and insights in order to improve our performance.

Theory of Constraints "Jonah," Terry Frick, introduced the reality tree concept to The Quality Improvement Team (QIT) consisting of all senior managers, Don Florea and Dan Lutz. In March they decided to devote intensive time to learning this process and analyzing current company problems as a result. The QIT divided into three work groups and began meeting at least once a week with Jonahs Steve Peer, Bill Goheen and Terry Frick to analyze and plan what to do about specific UDEs. Terry produces the "trees" with ABCFLOW graphics software. Their work continues and a new type of problem-solving has evolved.



## More Humbling Cases for Career Counselors

from *Phi Delta Kappan*, February 1973

Submitted by Gerald Stanley

Isaac Newton did poorly in grade school.

Beethoven's music teacher once said of him, "As a composer, he is hopeless."

F.W. Woolworth got a job in a dry goods store when he was 21, but his employers would not let him wait on customers because he "didn't have enough sense."

Caruso's music teacher told him, "You can't sing; you have no voice at all."

Louis Pasteur was rated as a "mediocre" in chemistry when he attended the Royal College.

Abraham Lincoln entered the Black Hawk War as a captain and came out as a private.

History is full of illustration to give guidance counselors pause!



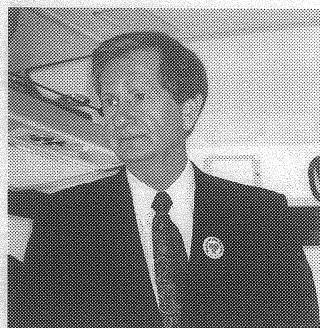
# 76 Attend Prayer Breakfast

by Pam (Fothergill) Burkey

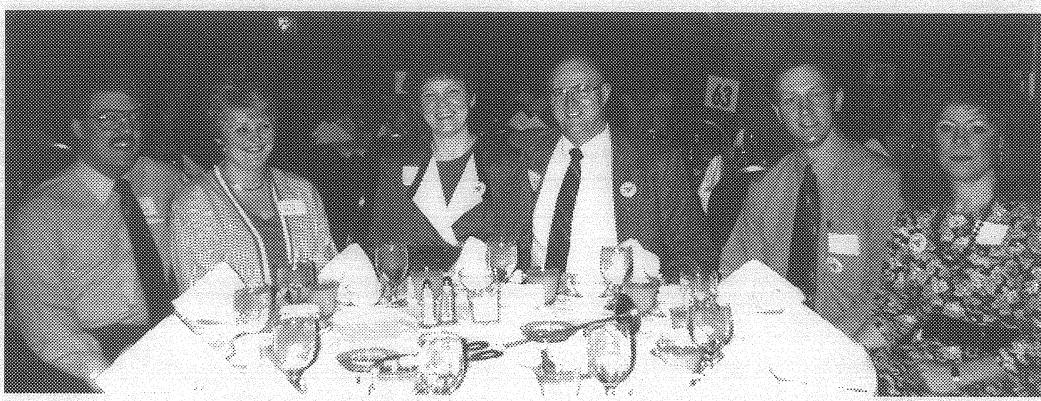
A Crown Int'l family of 76 employees traveled by bus, and ten by airplane, to Pittsburgh on March 27th for the Thirteenth Annual Labor-Management Prayer Breakfast Event, March 28th. Originated by Wayne Alderson, who introduced Crown Int'l to the concept of Value of the Person (VOP), the breakfast fed people from 20 different states and twelve countries, spiritually and nutritionally. The color of the collar is not a factor here. Executives and employees represent all departments of many corporations.

Well-known educators, authors and speakers, such as Guy Doud (Moulder of Dreams) and Tony Campolo (The Kingdom of God is a Party), greatly impacted the thinking of those who attended. They spoke of valuing ourselves and others with love, dignity and respect. They spoke of God's love, which is always there for us, and how both labor and management can show love by being there for each other.

Point People and alternates attend the Prayer Breakfast as an encouragement and as a thank you for supporting the employees of Crown Int'l.



Wayne Alderson



Bob and Cindy Zook, Sylvia and Don Eger, John and Patti Harris.

After the breakfast, everyone had the chance to attend one workshop where they could talk together and listen to panel discussions on the state of the economy, family, education or healthcare.

We meant it when we said we travelled by bus. Family togetherness was the word when one of two buses broke down and 76 people rode the remaining bus back to Elkhart.



No trip to Pittsburgh is complete without a ride up the Incline in the electric cable car. The group in the photo waits its turn to look out over the city which sparkled with lights at night. From left to right are Kathleen Stout, Norma Miller, Pam (Fothergill) Burkey, Julie Gushwa, Fran Payne (back to camera) Roy Pickler (under the clock), Marlin Brown, Ann Schrock (back to camera) and Sandy Ramsey.

*"I am now trying to look into my fellow workers, rather than just looking at them.*

-Pam Burkey

## CROWN CRIER

The Crown Crier is the monthly newsletter for Crown International employees. Its purpose is to be informative, inspirational and entertaining.

Your involvement is highly prized. Please contact a CC Reporter with any material you would like to see in future issues.

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