

Volume 22, Issue 3

April/May 2019

Safety First

Contributed by: *Buril Smith*

First and foremost, I would like to address the recent fire at the NMW welder. While the investigation is still continuing, I'd like to thank the brothers and sisters that acted according to their safety training and were able to put out the fire. A lot of people over the years have bemoaned having to take the fire training that we have every year, but because of skills learned in training, we were able to have the fire under control and out within two minutes. I am also taking every opportunity I can to express to the company, that more and more, the team members at I/N are trying to maintain our facility, with minimal and sometimes no help from the company. This mentality of running until it breaks just keeps team members worried. Then the company adds to it by wanting to severely discipline team members for almost any infraction, yet are happy when our actions save them anything. This Dr. Jekyll/Mr. Hyde approach is very troublesome, from the Union's standpoint, and only seems to be more entrenched with every new managerial change. The feeling that the Union stands alone in trying to make this place viable and strong is very disheartening. But we must stand. We must persist. We know what our work system does for us and how it has provided for us. I remember the USW slogan that challenged us recently, "If not us, then

who? If not now, then when?" Fight safely on Sisters and Brothers!

In closing, let me introduce myself as your new Safety Coordinator. For over 26 years I have worked here at I/N, mostly on the Kote side. I started as a Material Handler and worked my way through almost every job in the Finishing End, and had the opportunity to be an Operator on the CGL, EGL, and then back to FPS. In all these jobs, I have always had a focus on safety, in various degrees. I have served as a floor representative for both the GALV Safety Council and the FPS Safety Council, and most recently was serving as the FPS Safety Lead Team representative. I have always had a passion for doing things the "right way", which to me meant the safe way and the approved way. It is my hope that I can carry that into this new position and elevate my focus to just not on me, or my co-workers, or my Boundary Group but the whole facility. But I can't do this alone. Jim had several more years on me and his knowledge base was far superior than mine. I have one advantage over him, and that is he had to create a lot of what the job entails, I get to start with a functioning program already. But to make this place as safe as it possibly can be is going to take ALL of us working together. I have already taken and plan on taking a lot of training, to step it up on my part. I understand that I need to lead by example and that is going to take effort and sacrifice on my part. I am going to ask that my fellow team members continue their efforts and sacrifices, so together we can continue to come into work and go home the same way we came in.

President's Report

By: Todd Kegley

At the height of steelmaking in the U.S. there was a saying "if it sinks it ships" and profits were measured simply as tons shipped against tons produced. Quality was not the main factor since there was little external competition for high end use steel. In highly bureaucratic and multi-layered managerial style facilities, when it came time to cut costs it was first the worker then quality that suffered. Maintenance became secondary, in particular when it came to repairs for quality control or uptime. It was tons all the time and volume was used to curtail loss. When layers of management could not engineer or direct its way out of trouble, it would blame the worker on the floor. Mistakes and equipment failures were viewed as a lack of attentiveness on the part of the employee.

Big Steel was a heavily weighted bureaucracy with multiple layers of management. Shop floor decisions were second guessed from the corporate headquarters, often miles away. On time delivery was not even a measurable back in the day, customers often were lucky to get any steel at all in order to keep running. This often poor steel quality transcended to poor automotive quality and other end users. Part of the failure of industry was also vested in the rise of the Union with rising incomes and benefits with flat productivity and shorter hours and more employee's hired as part of bargaining. Costs per man hour ton soared. By the 1980's the industry was on the verge of collapse entirely. The companies blamed high wages, imports, pollution control, unfavorable tax laws and opposition from the Unions. The Union's blamed bureaucratic companies, the lack of innovation and focus on quality and the industry was spiraling out of control.

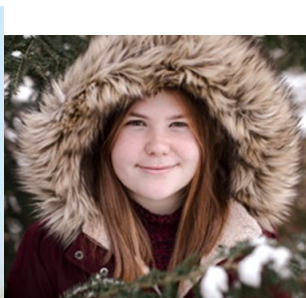
It wouldn't be until we started looking inward, rather than blaming others that real progress would be made. Traditional Union shops have strict lineage of work, elaborate work rules and the baggage of defending even the worst offender at all cost for the sake of winning. Some of the larger companies would pick fights with the Union, pushing everything to arbitration, draining the Union's money and time. One of the clearest examples of waste and inefficiencies is the hourly foreman. Middle management became bloated and served as the punching bag of the corporate executives and the shop stewards. Often these people were the most knowledgeable and experienced members of the workforce. At times they were put in

CONGRATULATIONS TO OUR 2019 USW 9231 LYNN WILLIAMS SCHOLARSHIP WINNERS



Nayve Phillips

Granddaughter of Phil Pieniazek
CAPL Furnace Operator



Lillian Dowty

Daughter of Matt Dowty
Kote EC Process Mechanic



Madelyn Dowty

Daughter of Matt Dowty
Kote EC Process Mechanic

UNION MEETING SUMMARIES

By: Kim Rutkowski

Recording Secretary

Called to order @ 4:15pm on 3/14/19 by Todd Kegley.

ROLL CALL

President: Present Vice President: Present

Recording Secretary: Not Present Financial Secretary: Present Treasurer: Present

Minutes from previous meeting read, and approved

Financial Report - approved

Treasurer Report—approved

Todd spoke on the financial status of the Union and the unusual expenditures last year, which severely depleted our account. We need to watch our spending for the next few years to rebuild our funds.

SPECIAL POINT OF ORDER

Jason Critchlow, South Bend mayoral candidate, spoke to the membership. He is a supporter of Labor and Unions. Endorsed by USW Local 9231.

Todd called for a moment of silence for Terry Edquest, whom passed away at work.

PRESIDENTS REPORT

Business Outlook – Fell short of billings for 2018. Already short tones so far this year. CGL could possibly pick up some product from Cleveland. Full hard material would

need to be trialed.

Grievances Discharge Grievance – Reached a last chance agreement.

Filed 3 new grievances over disciplinary time off for work performance.

Team Building Grievance – Need to rework letter from HR to remove wording that leads it to be a perpetual last chance agreement.

Steering Committee Reports focused on how to manage maintenance budgets and FPS Shipping/Warehouse 5th crew training and prioritization.

GA Integrated Task Force – Mike Conlon passed out a timeline explaining the observations that Mr. Honda, Nippon Engineer, has been making. Mostly concerning defects caused by dirt and zinc pickup, scrap waste, and excessive use of stringers.

Workplace Revitalization Committee – Sub-committee gave presentation and recommended the next steps. JAC agreed to move forward and send out a kick-off letter to the organization. Next steps are to create roles and responsibilities for the Cultural Leader positions, 1 Management and 1 Bargaining Unit, and to create survey to distribute to membership.

Instrumentation Positions – The Union is no longer interested in pursuing an MOU for bidding on these positions.

ASP Agreement – Had an agreement at last JAC meeting, but questions from management have put it on hold.

RCRA Training – 25 people have not completed the IOSASHA SHSHA mandated training that was due by the end of 2018. The company has agreed to send the non-compliant people a letter, giving them until the end of April to complete the training. Need to make sure that the correct positions are on the training list and incorporate into the PSC's.

Special Inspector - Company wants to bring back Bill Mattossi due to the shortage in the Special Inspector position. Union agreed, only if a Temporary Upgrade is issued.

RCM Positions – Company wanted to place the remaining 2 people back on the floor. Agreed to leave in place and attrit their positions when they retire. Will use the current vacant position to fill the Cultural Leader position and then phase out when Workplace Revitalization is finished.

Process Training – We have lost site on what our training people are supposed to be doing. With the potential of 62 retirements in the next year, we need to refocus our trainers away from HIRAC and safety training to Process and Craft needs. The Company has full time Safety position that can do the safety training.

SAFETY Buril sent out an email to the team reps about safety shoes. Boots cannot

be shipped to home addresses if not available. They can be ordered and delivered to the Warehouse. The shoe mobile driver had incorrect information.

IOSHA visit resulted in a citing and fines of for the control of unguarded shafts and roll ends in the CGL Cleaning section.

Company is look into a glove recycling program. Barrels will be placed throughout the plant for the collection of used gloves. The contracted company will evaluate, clean, and repack the gloves for reuse.

Lots of new hires will be coming this year. Be aware and look out for their safety.

New push from Cooperate – Safety will be job 1, Quality is job 2, and Production is Job 3.

WOS—League of Women Voters of St. Joseph County, IN supplied some booklets about local government that are available to those who want one.

CIVIL AND HUMAN RIGHTS COMMITTEE

The committee held their meeting this month and decided that there will be a Union only committee to handle issues, based on certain “buzz” words, that are brought to Union. The complainant will need to fill out the form and the committee will determine if the Union can handle the issue or turn it over to HR.

RAPID RESPONSE

The team members' names for the committee were turned in to the International.

STAFF REPRESENTATIVE

Jake Cole communicated that the District is sending a bus to Batesville Casket on 3/18/19 to show support for their negotiations. Seats are still available and will be leaving from McBride Hall, District Headquarters, at 9am CST.

COMMUNICATIONS

The Union is starting a mentorship program. Nick Gessinger is coordinating. The December new hires have all been assigned mentors. With the amount of new hires to be coming in, we will need people from all areas to step-up and volunteer to help out. So far, the program has been well received.

We are starting to make plans for our Local's 30th anniversary in October. Be on the lookout for more information and volunteer opportunities.


The executive board made a motion to donate to the American Legion Post 83 Poker Run to benefit Legion Rider Charities (Local youth and Veteran Services), 2nd by Lynn Schultz, approved.

Drawing: \$52

Big Total: \$444.50

Motion to adjourn, 2nd by Bob Urban, approved.

I/N The Local News
Bi-Monthly Newsletter of:

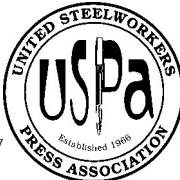


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UNITY AND STRENGTH FOR WORKERS
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MINUTES OF MEETINGS

The Local Union Meeting was called to order at 4:15 p.m. on 4/11/19 by Todd Kegley.

There was a roll call of officers

President- **Present** Vice President- **Present**

Recording Secretary- **Present** Financial Secretary- **Present** Treasurer- **Present**

The minutes of the last meeting were read

and accepted

The Recording Secretary read the following correspondence

Thank you letter was read from R-Vets for the cases of water that were donated.

Treasurer Report for March was read and accepted by the Floor

Financial Report for March was read and accepted

President's Report

There is preliminary planning for our union's 30th anniversary. The event will be on the actual day it falls. Please see Todd if you can help.

JAC Report

- There is a lot of open line time on CG and EG. CAPL and CDCM are far behind.

- There is a new e-mail reminder system that will be rolled out soon to notify certain job positions that their certification for an OSHA, EPA or company requirements are due to expire. This was developed when a safety auditor found a team members operating a forklift and his certification had expired. This has been piloted for DOT and RCRA. The next phase will be rolled out for forklift, CPR, and hearing conservation.

- Culture Revitalization Committee will be 1 company and 1 full time union position. Selection process will be for team members to submit their name/resume within 10 days. The JAC reps will identify 4 candidates. The top 7 union officials will then make the selection. The pay is currently under discussion.

- Part of the 56.34 grievance settlement was for the manager to take responsibility for going around the whole team process. The letter has been rewritten.

- Hirc Training – The repercussion for not attending is a letter in your file until you attend the next JAC required class.

- 30 Day Move Rule- If you are held after 30 days, that time will be deducted from the 2 year rule.

- Contract Books should be out soon.

Please review and update your Work Instructions. Go to Infosys to access these documents. An e-mail will be coming out to go

into detail.

****A special thanks** to the following recent retirees: Mike Loomis, Bob Mazur, Jim Pondo and Jim Holbert! The union watch was presented by Libbi Urban.

Hall Rental fee is still \$50 with the checks made out to the hall. Trustees will take care of the hall rentals details.

Training

- March dates for Hirc 5 are out. The last class will be April 30th.

- There will be Quarterly Training for ongoing topics: Spill Response, Side Pull, and DOT.

We are reviewing all PANS that come out to identify training needs of team members moving to new areas and making sure they get the needed training for that job. Please let the Training Department know if you identify a training need.

Safety

There was discussion about the fatality of our union Brother at 1010 last week while on the Loco.

There were 2 IOSHA citations that was changed to 1 serious citation with 2 parts, with a fine of \$3600.

April 28th is worker's Memorial Day

April 25th is Safety Day.

We must always be aware of who is in the plant in the event of an emergency or evacuation.

Rapid Response

Chris Loomis went to the State House representing us at the "Buy only American Steel". Thank you Chris!

Communications

- The Officer and Committee list is being updated and will be posted on the Union homepage.

- District 7 mobile alert is in place. Letters recently went out to everyone.

- There is a new "International Jefferson Award" to reward people that go above and beyond in their community. Please let Buril know if you have a nomination for the award.

Grievance

There are 4, and 2 are in step 2 for alleged poor performance. We used to discuss excursions and issues to find a root cause, now the answer is punishment. We are prepared to act strongly. With the increase in grievances and possible arbitrations, spending will be limited. Arbitrations costs run \$5-10,000. Conference and training attendance will be limited to 2 people.

With Temporary Standards, please request

a face-to-face discussion not just an e-mail that may not be seen in a timely manner and have an opportunity to ask questions.

Civil and Human Rights

There is 1 complaint that the committee is addressing and the hope is that it will be resolved by April 18th.

Women of Steel

Libbi has several copies of a guide to National, State and local elections information. Contact her if you would like a copy.

New Business

Our USW 9231 Lynn Williams Scholarship Program is open for applications. The application process and form will be e-mailed out tomorrow. Turn in forms to an Executive Board Member by May 7, 2019.

The Executive Board made a motion to send up to 2 people at the president's discretion, and pay for lost time and expenses to attend the Rapid Response Conference October 28-30, 2019 in Washington DC. Motion was accepted by the floor, seconded by John Markiewicz. Motion passed.

The Executive Board made a motion to send up to 2 people at the president's discretion, and pay for lost time and expenses to attend the Health and Safety Conference September 9-13, 2019 in Pittsburgh. Motion was accepted by the floor, seconded by Chris Loomis. Motion passed.

Executive Board made a motion to adjourn. Motion accepted by the floor, seconded by Chris Loomis. Motion passed, meeting adjourned.

Upcoming @ Your ICD Learning Center:

Raspberry Pi – 6/3-17

Learning Opportunities Week – Game of Learning:

Tuesday, June 11 – Ice Cream Truck 2-4:30 pm ET, outside the nurse's office

Wednesday, June 12 – Games & Prizes – 12-5 pm ET, Plant Auditorium

NEW – Rustic Holiday Trio – 6/26

NEW & FREE – Tech Labs – 9-5 pm ET – 6/7, 6/14, 7/5, 7/12, 8/16, 8/23

NEW & FREE – Woodshops – 9-5 pm ET – June TBA

NEW – Wooden Décor II – 8/6 – 9/3

Retirement Planning – 8/7

NEW – Wireless Alarm Systems – 8/19-8/26

NEW – Mosaic Epoxy Pour – 8/21-8/28

NEW – Metal Detecting – 8/22-9/12

NEW – Build Your Own Yard Games – 8/27 – 9/24

Understanding and Optimizing Your Financial Options – August TBA

3D Printing – TBA

If you have questions, please call or e-mail Jen Kuzdas, the ICD Coordinator at 219-778-2287 or

Jennifer.Kuzdas@ArcelorMittal.com.

Prez Continued from Page 1

those positions for other reasons too. This style of management creates walls and establishes sides. Most of the foreman used to be hourly employees and in many cases chose this path for quicker pay increases than the seniority system would allow. About a third were hired as engineers who would later advance to supervisors or other top management positions. Most engineers would rather not be hourly supervisors, however that is the path to the top. The lack of the shop foreman was the best path to worker engagement and the best path to management and Union harmony by removing the friction point to the daily interaction of worker and management on the shop floor

In order for a worker to succeed they must know what the task is at hand, they must know the result of their own performance and they must have some ability to alter the outcome. What gets the headlines is worker mistakes or for not following a standard or specification, but 90% of the issue is management if workers are not allowed to succeed. Give them instructions and blame them if they don't follow orders. This was the mindset 50 years ago, however, it does not and never will fix the problem. Today, temporary standards and work instructions are used as hammers to cover up systemic problems. In a traditional setting, typically 90% of waste, duplication and poor quality is management failure that includes "Poor techniques, outdated specifications, poorly maintained equipment, inadequate design, poor communication or coordination of activities, lack of training, confusing policy and unwillingness to act on nonconformance."

At the core of traditional management style is an ineffective bureaucracy in which the truth is buried in individual silos and where protecting my own job is more important than exposing the problems for fear of repercussions. A classic example of bureaucracy is incentive plans where engineers develop, install and modify hundreds of elaborate incentive plans regulated by Union contracts and subject to constant revision. Both sides will haggle over how to administer the plans which spills over to the workforce and creates a lack of trust and lowers productivity and motivation.

Bureaucratic management style only works with high demand and low competition. Eliminate the competition or increase the demand??? The ability to increase volume doesn't work today with the current overcapacity and growing imports. Quality control and quality processes will eliminate waste and duplication where more volume simply exasperates the problem. Companies will turn to the hourly employee and shop supervision to fix the problem through teams or quality circles.

What are quality circles? These are designed to hide the real problem and focus on the worker errors that will eliminate only about 10% of the problem. The idea is sound,

allowing workers and engineers to solve problems makes sense. Typically as the groups solve the 10% and then aim the attention to bigger problems and upper management, the circles are usually dissolved. By the way, the same holds true for safety as well. Safety councils, and safety committees work well, so long as they are not strained by bureaucracy, outside the company influencers and money constraints for repair and real training.

In a traditional manufacturing setting and team environment you have layers of teams, from the shop floor crew, to middle management, to top management to the executive team. Each desire to win or to be successful, sometimes at the expense of a different layer. We all know what rolls downhill in this type of system. In a true team concept, there are not layers of teams but one team, with one common goal and no silos. Flexibility, reactivity, cooperation and open mindedness are all essential in a Union shop, team environment.

The Unions too have bureaucracy, where a strong Union can hinder or disable a team's ability to succeed or to flourish because of work rules, arbitrations, overstepping the teams and saving everyone's job at all cost. If a team concept is to work, both the company and the Union must take a step back, when one does not the other must respond. Every action causes an equal and opposite reaction. Large Unions can alleviate this bureaucracy by allowing local unions to negotiate separately and to adapt work rules that favor the team concept, and negotiate incentive plans that are designed to meet the needs of the company and worker but more importantly that of the customer.

We go to great lengths to hire the best and the brightest and then we fail to train them. We don't hire replacements soon enough to learn from those leaving and watch as decades of knowledge walks out the door. The key to a sound, long term customer strategy is consistency, by providing a uniquely quality product in a time sensitive manner with a stable pricing which in turn provides safe sustainable steel and employment security. The first thing that fails is consistency and then, in order, the other facets fail as well.

This article was written based upon a study by John Sullivan almost 4 decades ago. The time period from 1950-1980 was both the heyday for steelmaking and steelworkers to a time where the industry seemed doomed to fail. They say that history is often destined to repeat itself in particular when we don't learn from mistakes made by those who came before us. Today "Big Steel" has been replaced by "Bigger Steel." We went from about 10 good sized companies including Inland Steel to 3 very large companies in Nucor, Mittal Steel and USX. I write this article because you can actually see the beginnings of this happening again. Multiple layers of management, blame the worker, redundancy, complacency, waste, lack of maintenance, the government, rising imports

Look for us at <http://www.usw9231.com/>

and lastly we create division internally when we choose sides and all of it takes us back to the 1970's.

Our plant and our company can only succeed when we stop blaming others and focus on the internal problems. No layer is right or wrong we just have too many layers. If we are making mistakes or we are underperforming the 90% is what we need to fix, because the 10% won't change our course. Unravel the bureaucratic mess we find ourselves in today. Empower the plant managers and the shop floor employees to make the right decision. We may just discover they were right all along.

I/N SOLIDARITY

Todd Kegley



First of all, we want to thank all the team members that took part in the ActionCall, on the "No NAFTA Vote". The politicians that first put it into place didn't understand the harm they were creating and the current politicians don't seem to get it either. Your calls, with the thousands of others across the nation, have helped to keep the new NAFTA treaty proposal from being voted on. We will continue to monitor and watch for actions to come.

Currently we are taking part in another ActionCall involving a postcard campaign, to raise awareness on the Workplace Violence Prevention for Health Care and Social Workers Act. These bills (H.R. 1309 & S. 851) would direct OSHA to issue enforceable standards so these workplaces would get the help they need. Many of these workers are our own Sisters and Brothers, as they belong to the USW. Some of you may have already seen and signed the cards. The plan is for Rapid Response to get these to you through team meetings and preshifts over the next week or so. So please, when we hand them to you, take a moment and sign them and we will make sure they get sent to your Senators and the Secretary of Labor on your behalf.

Lastly, there is another bill making its way through the House that we are watching and may take action on real soon. The Protecting the Right to Organize Act (H.R. 2474) would increase protections for workers who engage in union organizing and other collective action in their workplaces, as well as increase penalties on employers who violate worker's rights. We will continue to watch this bill's movement and get back to you when it becomes necessary to take action.