

From the Military to Morgan



Sam Kirkland

Since last summer, four new employees have brought military experience to their new civilian jobs at Morgan. Their energy, leadership and communication skills, as well as the ability to react quickly to shifting priorities offer immediate benefits to the company and the people they work with.

Sam Kirkland, Dennis McGugan, Lindsay Morga and Joerg Schiemann were recruited through the Washington, D.C.-based Lucas Group, which helps transition former junior and senior officers into civilian careers. All four attended hiring conferences in Washington, D.C., where they met with Morgan managers who were pleased to find a new source of candidates to help meet their hiring needs.

"We are pleased with the quality of the candidates referred by the Lucas Group," says Diane Wassenar, manager, Human Resources, who made the initial contact. "The skill sets they learned from their military experience can be transferred to Morgan," explains Russell Vanderbaan, Vice President, Human Resources. "It is difficult

to find people whose skills and experience are a good fit with Morgan."

"I'm a mechanic at heart," says **Sam Kirkland**, design engineer for Rolling Mill Engineering. He went into the Marine Corps straight from high school and spent eight years in aircraft maintenance, working with C-130 transport planes as a sheet metal mechanic. That experience helped him choose an aerospace engineering major at Pennsylvania State University, where he graduated last May.

After living in five different states, Sam was ready for a longer-term assignment where he could be "a name not a number." While visiting the area, when he mentioned Morgan in conversations, he heard nothing but positive comments.

He sees his role as bridging the gap between designing something on paper and actually making it, drawing on his background in metals. Still a reservist, Sam is a member of the Pennsylvania Air National Guard, shuttling to the Harrisburg area one weekend a month. When possible, he plans to shift to a Guard unit that's closer to Massachusetts.

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Message from the President

As I tried to point out during the business information meetings held for Worcester employees on January 10, our current backlog of work will keep all of us in Worcester, as well as our worldwide subsidiaries, fully occupied for 2007 and into 2008. It has been a long time since we have had such a heavy workload already booked for the year.

How successful 2007 will be is completely in our own hands. If we "do things right the first time," and as efficiently as we know how, then 2007 can be the greatest year in our company's history. I have great confidence in our ability

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Joerg Schiemann



Lindsay Morga



Dennis McGugan

What's It Like to Work at Morgan China?



"Accounts and documents are my job," says Dora Chan, finance assistant and sole employee of Morgan-China, Ltd. in Hong Kong. She handles all the paperwork for sales of specialty spares and high-speed equipment manufactured in the US that are shipped into China.

As a representative office, Morgan-China receives customers' letters of credit in foreign currencies for imported shipments. Dora brings the appropriate invoices, certificates and shipping documents to the bank, receives payment and then authorizes the release of goods to the customer. She also completes financial statements each year that are included in the company's consolidated financial statements.

A resident of Kowloon, Dora commutes about an hour to Hong Kong's

Central commercial district on Hong Kong Island. After walking to a bus stop, her minibus trip takes 30 to 45 minutes, depending on traffic. Then she walks across a bridge over Victoria Harbor, and in another 5 minutes arrives at the office near the Hong Kong Bank. Located in a 33-story tower, Morgan's office is on the 14th floor. Nearby is the International Finance Center, Hong Kong's tallest building with 88 stories.

A city of some seven million people, it can be very crowded, and everyone is in a hurry, it seems. "If you walk slowly," Dora warns, "someone will step on your foot!"

Nearing her tenth anniversary with the company, Dora began at Morgan-China in July 1997, just after the British returned control of Hong Kong to the People's Republic of China. In early

February, she flew to Shanghai, two and a half hours north by plane, where she attended the employees' annual dinner and met Dan Morgan for the first time. As a one-person office, it is often difficult to get away.

"It can be lonely with no colleagues to share with," Dora says. But most days she gets out for lunch with old school friends who work nearby. Known for its variety of cuisines, Hong Kong offers many lunch choices. If they are in a hurry, sandwich shops offer a simple lunch option.

Dora's official workday is 9 a.m. to 6 p.m., with an hour for lunch, but during busy times, such as closing year-end accounts, she may stay until 7 or 7:30 p.m. Hong Kong's time zone is 13 hours ahead of Worcester, so calls made at 8 p.m. catch her at the beginning of the next workday.

STOP Safety Program Restarts

In mid-January, red stop signs suddenly appeared throughout the company, declaring "Take Two for Safety." They are part of a campaign to re-energize a safety program at Morgan that Dupont developed more than 25 years ago.

"We're reminding employees to take two minutes to think about what they're doing in a safe way," says Jim Laliberte, manager of

manufacturing. TAKE is actually an acronym for: **T**alk about what will happen with everyone involved; understand the proper **A**ctions to follow to do the job safely; ask whether you have the right **K**nowledge to do the job safely; and check that you have the proper safety **E**quipment and tools before beginning a task.

Expect unannounced safety audits and "walk-talk tours" to applaud safety precautions and flag unsafe conditions,

Jim says. The STOP signs serve as a reminder of the ongoing Safety Training Observation Program. The company missed its safety goals last year, and this year's ambitious goals are 0 lost time injuries and 15 or fewer reportable incidents. In 2003, the company went a record 746 days without a reportable incident, with 0 lost time injuries in 2002. To match those records, Jim notes, everyone needs to understand that "safety is a way of life, not a program."

Did You Know?

Veterans Celebrated November 10

The day before Veterans Day, some 65 Morgan veterans, reservists and family members gathered at Crescent Street for a special lunch. Organized by Mike McCaffrey, project manager and Navy veteran, and Kathy Plourde, OHN, whose son is home from Iraq, the lunch celebrated their service to the country, as well as the safe return of family members.



"This had never been done before," says Mike. "There's a war going on and people aren't getting recognized." He arranged the lunch (chicken and beef burritos) in about a week. Many Vietnam War veterans told him this was the only recognition they had received since they had returned from that unpopular war.

The event included "anyone who wore the uniform," Mike says, including members of the Army, Navy, Air Force, Marines, Coast Guard, National Guard and employees with military family members.

According to introductions made during the lunch, attendees served in 11 states and everywhere from Pearl Harbor to Panama, Africa to Iraq.

Y Honors Jack Bergan

At the 142nd annual recognition event for the YMCA of Central Massachusetts on November 17, Treasurer Jack Bergan was named Branch Adult Volunteer of the Year for his service and dedication to the Y's capital campaign. Jack is leading a fundraising team of volunteers and staff at the Boroughs Family Branch in Northborough.

Book Online for US Travel

Lured by the prospect of significant savings, Morgan is moving toward online booking for all domestic travel. Currently in a pilot phase, the new approach to travel arrangements could save as much as one-third of current costs. Some 100 employees have to travel for their work responsibilities, according to Susan Phillips, travel coordinator.

"A lot of young people are used to booking online," says Susan. About a half-dozen people are testing GetThere, the corporate version of Travelocity, accessed through the website of the company's longstanding travel

agency, Colpitts. If the pilot proves successful, Susan says, the company will encourage employees to consider domestic internet bookings. International travel arrangements will continue to be handled as before through Colpitts.

Employee Cricket Day in Mumbai

After a year of very hard work, the employees of Morgan India had a day of cricket to celebrate and relax, according to Bob Knight, MORGOL® technical sales and service manager, who attended the December 1 festivities held at the Bombay Gymkhana for employees and families. While everyone had that Friday off, Bob notes, current workload demands meant they returned to work on Saturday.



Jack Bergan accepts his award from YMCA of Greater Worcester CEO Kathryn Zing Hunter (left) and Chairman of the Board James Bonds.

Hareesh Deshpande (right) enjoys watching a Morgan India employee cricket match with his wife and daughter.



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Support Our Troops

All Smiles at Veterans' Dinner



Ten-Year Veterans are (above, from left) Rishi Narain, Ricky Narain, Remigiusz Lubomirski, Mike McCormick, Jay Dunn, Orlando Rosado and Joseph Scialabba.

Standing with Russ Vanderbaan below is Dan Dong.



More 10-Year veterans are (above, from left) Phil Doherty, Martyn Bowler, Alan Field, Tony Kondak and Scott Hancock. Thirty-Year Veterans are (below, from left) Bob Lupien, Donald Gordon and Steve Laprise.



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Staying put also appealed to **Dennis McGugan**, who as a Navy pilot traveled to 40 or 50 countries. "The line, 'Join the Navy and see the world' is true," he says. Now a buyer in Purchasing, he spent more than nine years in the US Navy, starting as a Naval Reserve Officer Training Corps (NROTC) member at Virginia Tech in Blacksburg.

He went to flight school and trained to be a P-3 propeller plane pilot. He liked the P-3, he says, because it's land-based, so

"the runway never moves." Flying what was affectionately called the "War Winnebago," he participated in Operation Northern Watch over northern Iraq and provided air escort for US battleships traveling through the Strait of Gibraltar.

For his final three years, he returned to naval flight school in Corpus Christi, Texas as an instructor. At night he earned an MBA at Texas A&M University.

Managing projects and programs through his Navy assignments, Dennis notes, taught him time management skills. Working with planes meant

he had a strong familiarity with engineering principles and equipment. Throughout his military career, he says, "I never supervised fewer than 8 people."

NROTC pulled **Lindsay Morga** into the military as well, taking the mechanical engineering major from the University of Michigan to the USS Gettysburg in Mayport, Florida. Her first job was Communications Officer, with 20 sailors reporting to her to handle all radio frequency transmissions on board. One of only four women officers on the cruiser, other sailors took bets on how quickly she'd get sick in rough seas.

All Smiles at Veterans' Dinner

Twenty-Year Veterans are (from left) Thomas Buma, Bill Bui, Robert Lesage, Neil Gow, Dave Titus and Joe Shea.

More 20-Year Veterans are (from left) Mark Murzycki, Bill Shaylor, Scott Cartier, Dianne Steadman, Claudia Morgan and Bruce Kiefer.



Proud 40-Year Veterans Ed Vegnone and Janet Langevin enjoy the evening.



Message from the President

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to achieve that goal. We have the people, the tools and the procedures to make a record year happen.

In addition to that good news, our proposal activity continues at a strong pace. There are several serious projects that we will have an excellent opportunity to book during this year. If we can do so, then perhaps 2008 can be a record year as well.

To reiterate the closing message of my presentation: To be successful in 2007, each of us must

- Be safe at work and home
- Do things right the first time
- Understand what is required
- Ask questions
- Be flexible
- Communicate

If we can do those things well - Wow, what a year 2007 can be!

They all lost. She never did get sick, thanks to her love of roller coasters!

After earning her surface warfare qualification, she spent a year in "nuclear power school" before moving on to the USS Nimitz, a nuclear-powered aircraft carrier based in San Diego. For two years, she was a division officer in charge of 30 people who maintained the ship's Main Machinery Room.

Her first "shore tour" brought her to the College of the Holy Cross, where she was a freshman advisor and the surface warfare instructor for more than 90 students from Holy Cross,

WPI and Worcester State in the NROTC program. Two years later, Lindsay is now a design engineer with Rolling Mill Engineering in the Stelmor® group. After nine moves in eight years, she decided she wanted to "stay in one spot" and shift to a civilian career.

With the longest military career in the group, **Joerg Schiemann** has been a German military officer for 14 years, with Air Force postings in Germany and New Mexico. Most recently a wing operations officer of the German Air Force Flying Training Center at Holoman Air Force Base, Joerg's position was the military equivalent of an

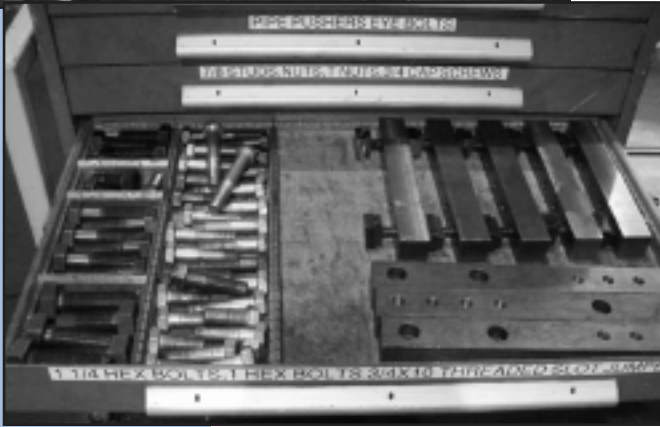
operations manager for a mid-size company. Throughout his career, he says, he has had to juggle resources, multitask, and encourage others on his team to work toward a common goal.

"A mission is a mission," he says. He is now a project manager for Rolling Mill, working with John Foley on Jindal projects.

In Germany, he served at Ramstein Air Force Base, America's largest military installation outside the US. As a project manager reporting to the German Air Force command, he created an electronic

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Clean, Repair, Replace with Lean



Looking Lean: Tool drawers, before and after the Lean project team applied their organizing skills.

"It starts with organization," explains Steve. "The team defined everyone's requirements - what they need and how they need it, then we proceeded to meet those requirements." Streamlining Horizontal Boring's heavy workload would also generate a quick return for the company, he adds.

One major change has been pre-setting tool lengths before a job. "The time savings has been huge," Steve says. The old way? Set tool lengths after the tool package comes out of the tool room. And now? Someone loads a disk and the computer

automatically puts in off-sets for the required tools.

The new presetting system applies to five machines, Steve notes, and has saved 93 hours of downtime on the horizontals. Savings so far: \$6,975, with more to come by improving work time on four other machines. The team worked with the tool room to ensure the changes benefited both areas.

Another major improvement has been organizing the tool drawers. Now they are labeled on the outside, and each subdivided section inside has its own label too. Each week, the team meets to review those problem areas that have been corrected and crossed off the list. Sometimes new issues arise, and the list gets a little longer.

"With the Lean approach," explains Jim Laliberte, "we're identifying maintenance problems and fixing them. We're looking at broken or worn out equipment and replacing it. And we're looking at critical interfaces and hand-offs in a process and asking 'Is this necessary? Is it clean? Does it need modification?'"

Lean update: Lean's first pilot project, the Studer Grinders team, found a way to reduce the roll pinion manufacturing process from 176 working days down to 148. Next up? "Dock to Stock" will look at the receiving dock and storeroom procedures, chaired by Dianne Steadman.

If it looks a little cleaner and a lot more organized in the Giddings & Lewis Horizontal Boring Mill and Presetting Tooling areas, you're not imagining things. The 21 people on the latest Lean project team, chaired by supervisor Steve Campbell, have identified 136 items to change, fix or modify, and as of February 1, had completed 110 of them.

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warfare training center for Germany's "top guns." The project went "from barren hillside to open doors in four and half months," Joerg recalls, ready to train staff on Patriot, Hawk and Roland missile systems.

In New Mexico, he was the German officer liaison for the American 49th Fighter Wing, which used to fly stealth fighter jets.

Together with the US Air Force, he trained German and American pilots on defeating certain surface to air missile systems. He earned his master's in aeronautical sciences from Embry-Riddle Aeronautical

University and retired from the military on March 31, 2006. Last June, he became an American citizen.

"I will always be attached to the military," says Joerg. "I loved being a soldier. But it's great to learn new things and work in a much different field."

Silent Auction Makes Noise for United Way

"Ten minutes of chaos and then it was over," recalls Gail Morgan, Manager, Retirement Benefits, in describing Morgan's first-ever silent auction to benefit the 2006 United Way campaign. When the whistle blew at 4 p.m. on November 29, some 50 people had bid on 23 items, netting \$1,275.

Planning for the auction began a month earlier, when Gail heard how successful they could be from other companies'

United Way campaign coordinators. She ran the idea by her committee members Ed Vegnone, materials technician and Steve MacConnell, logistics manager, who agreed to give it a try. Donations came from employees, departments and outside vendors. The items (or their photos) were showcased at both Lincoln Square and Crescent St. before the bidding began.

"It got very competitive at the end," Gail says. The hottest items were a golf

bag, a china set and a laser printer. Winners could designate their agency of choice or United Way of Central Massachusetts. Among the auction's 17 winners were ten new donors. Their gifts contributed to the overall campaign results of \$57,323.40. Matched by Morgan-Worcester Foundation, the company's total donation was well over \$100,000, another record-breaking year for Morgan. "I was thrilled at the response," says Gail.

Did You Know?

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Many Golf Winners in 2006

It was a successful season for Morgan's golfers. The ceremonial green jacket went to Earl Winslow and Gary Campo (below), whose finishing score beat out nine other pairs. On the season's final play day, John Buell hit the longest drive on hole 7, and Sean Couture came closest to the pin on hole 4 at the Pakachoag golf course.

Living Her Dream - On Safari

First in a series

Retired telecommunications manager Beverly Maroti has always wanted to go on an African wildlife safari. She'd been talking about it since high school, her cousin reminded her. "Go to the zoo," her children replied when she shared her dream with them. "Count me out," said her husband, Endre, former chief electrical engineer for Morgan who had no desire to go on a safari.

So when her oldest daughter Cheryl, a travel agent, jokingly sent her a flyer about a wildlife adventure, Beverly took it seriously and asked her youngest daughter Lynn to join her, all expenses paid. The trip was booked for three weeks in November 2001.

Then came the events of September 11. Did Lynn still want to go? Beverly would completely under-

stand if she backed out, but her daughter agreed. They flew from Boston to Zurich to Nairobi, 15 hours altogether, and within a day or two, they were out in Sumbura, far away from the city noise and crime.

Their guide was George. He drove them in a minibus across the plains, often off road, in search of wildlife. Sometimes the wildlife found them, like the elephants who were not happy to see them by the watering hole and began to charge them. Or the traveling wildebeests that surrounded the minibus as they surged forward to their next destination.

"Everywhere I turned there were wildebeests. Their faces looked like old men," Beverly said with a laugh. She had breakfast along a river with a good view of hippos and their calves. She saw rhinos, leopards,

ostriches, giraffes and lions. Monkeys tried to steal things if the bus door was left open. And one day, they visited Lake Laguna, covered with "miles and miles" of pink and white flamingoes.

Back just in time to host Thanksgiving dinner, Beverly said her husband was relieved they made it home safely. And her daughter declared she could never go to a zoo again.

Ed. note: If you or someone you know has "lived their dream" in retirement, please send a note to editor Allison Chisolm c/o Square & Crescent, 15 Belmont St., Worcester, MA 01605.



Retiree News

Morgan retirees enjoy seeing old friends over lunch at the annual Christmas Party held in the Crescent Street cafeteria on December 19.



Calendar of Events

Tuesday, 13 March, "Tony Kenny's Ireland," Venus de Milo, Swansea, Mass. Ireland's "Entertainer of the Year" for 1998, singer Kenny's show includes comedian Richie Hayes and the Dublin City Dancers. Lunch and transportation from Crescent St. included in \$64 price. Mail checks payable to Morgan Retirees Group to Joseph Lamarche, 11 Knox St., Worcester, MA 01603.

Tuesday, 19 June, Homecoming! Save the date!

Our sympathy goes to the families of...

Stanley Granquist, who passed away 4 November, 2006 at age 93. He worked from February 1948 to December 1975, retiring as a manager of manufacturing engineering.

Albin Monroe, who passed away 28 November, 2006 at age 88. He had been a tool grinder, working from May 1965 to February 1983.

Louis Kulaga, Sr., who passed away 22 December, 2006 at age 91. He was a lathe operator from April 1942 to January 1977.

Bernice (Bernie) Swett, who passed away 16 January at age 78. He worked as a layoutman from March 1954 to May 1990.

Curt Jennings, who passed away on 19 January at 67. Curt worked from April 1960 to October 1998, retiring as the Chief Proposal Engineer in MORGUIL.

Nils Brannlund, who passed away 28 January at age 88. He retired in December 1977 as an erector in Assembly, having started with the company in January 1954.

Dick Dudley, who passed away 8 February at age 78. He started at the company in September 1965 and retired as Assembly Superintendent in July 1990.

This is a regular section of the *Square & Crescent*. If you have any news for or about retirees, call Gail Morgan at 508-849-6369. Or drop a note to Allison Chisolm, c/o Morgan Construction Co., 15 Belmont Street, Worcester, MA 01605, or call her in Worcester at 508-853-5339.

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