



For Sue, the heat isn't in the kitchen. See what's cooking on pages 8 and 9.

# INCO Triangle

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Creighton miners Marcel Laurin and Todd McLeod never expected to find a raccoon in the deepest reaches of Creighton Mine. For more on "Rocky Raccoon", see page 2.



This Creighton crew is deep into safety and production. From left, in rear, are foreman Ray Parker, Dave Boudreault, Bernie Madden, Ivan Oates, Phil Lamothe, Jim Hill, Dan Sikatowski, Roger Santerre, and Marcel Laurin. In front are Pat Demers, Wayne Belanger, Morris Munro, Richard Dore and Todd McLeod.

## More ore, fewer accidents for Creighton crew

A production, safety and depth record. Leave it to Ray Parker's Creighton Mine crew to score the hat trick.

"Technically, these men set a new record every day," said mine superintendent Fred Stanford. "They're mining at the 7,200 foot level, the deepest part of the deepest mine in Canada, where mine development is advancing toward the 7,300 level. Every day they have to adapt to ground conditions that we've never experienced before."

Couple that with the fact that the crew reached a new production level in the same

month they reached a milestone safety record, and you get some indication of the high spirits and pride of the Creighton miner.

"In March, the crew hit a production record of 911 tons per day. In the same month they reached an enviable safety record of two years without a medical aid injury and one year without a reported injury," said Fred.

Both the production and safety records seem to be temporary. Other Creighton crews, such as Ray Leahy's, team are well on their way to challenging the safety record.

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# Rocky raccoon has blast in depths of Creighton Mine

Come to think of it, why should anyone be shocked to find wildlife 1½ miles below the surface, near the pitch-black tunnels of Inco's deepest mine?

It's Creighton, after all. They grow underground forests down here and hunt for the elusive solar-born neutrino. A Creighton miner minding his own business may share the five-minute, 1,800 foot-per-minute cage descent with a Russian nuclear physicist one day, a botanist the next, and a senior politician from a Third World country after that.

So what's the big deal about a raccoon taking up residence in the bowels of Creighton Mine?

Well, you have to see it from a miner's viewpoint. Things can be pitch-black down there, dark and deafening quiet. The underground environment can be difficult, of course, but after a while the familiarity builds a certain

security. Down here, some things never change — the weather, the temperature, the decor.

Now, add to the familiar blackness a new, unknown sound. Not the familiar roar of a passing piece of machinery or the grinding of a drill, but a subtle scratching. A shifting around. The brushing of fur on metal, the scraping of claws.

It's enough to pop the headlamp of a seasoned miner.

Boom truck operator Marcel Laurin, with over 10 years of underground experience, isn't sure what he heard, but admits he was spooked when he saw the snout and eyes of a creature poking through a small hole in the NIM waste disposal box that had just been moved into position to receive scrap metal. Fellow boom truck operator Todd McLeod was actually the first to spot the snout through the hole, but it was Marcel who jumped back, startled.

"You just don't expect to see something like that down here," he said.

When Marcel looked into the five-foot-deep metal container he saw staring back at him a thirsty, hungry animal slightly dazed raccoon.

"I figure he was shell shocked," said general foreman Danny Lavigne. "He must have fallen into the box on surface and then inadvertently brought down to 7,200 level when the box was taken down five days ago. He had no food or water and it's pitch black in there." Not to mention the blasting.

Danny said there were at least two daily blasts at the site. Four heavy blasts and three or four development blasts were included in that time period. "We pull our

guys out of there before we blast. It's like a mine field. If the ear-numbing noise doesn't get you, the blast gases will."

When Danny

was called to the site, he climbed into the NIM box armed with a garbage can, lid and stick and gently nudged the animal into the can. "He must've been deaf and awfully dazed," said Danny. "He didn't offer any resistance

until I stood the can up with him inside."

"He poked his head up and I pushed it back down with the lid."

After a few holes were put in the lid, the raccoon was taken to surface with the next regular cage run.

"A couple of the guys volunteered the salads from their lunches which we put into the can with the raccoon, so he'd have something to eat."

Danny chuckled at the reaction of some of the miners who poked their heads over the side of the NIM box before the rescue. "You should have seen their reaction. They jumped back as soon as they saw the raccoon looking back at them."

The animal was sent to a local animal rehabilitation centre for examination. He's reported to be healthy, but somewhat hyper.

"It's no wonder," said Danny. "He's gone through a lot."



Rocky raccoon

## Does the mine's extended shutdown affect you?



Clarence Manfred, cage tender, North Mine: "If I had more money I guess I'd enjoy it more, but I don't resent it. I prefer it to a permanent lay-off. It's something that has to be done, but I don't know if it will solve the problem."



Rick Landry, crusherman, North Mine: "I only have four weeks, but I can cover it with special vacation. It actually comes at a good time. I've got work around the house to do and I need the time off. I think most of the guys see this as something that has to be done."



Al Demers, surface worker, Frood Mine: "It doesn't bother me. I like it. Most of the people here have five weeks vacation so I don't think it affects most people that much, although any plans to take a week off in the winter will have to be scrapped."



Tony Amyotte, training instructor, Stobie: "It doesn't ruin any plans I've made. I'd have taken the extra week at Christmas and now I'll just have to take a week of special vacation. I'm not a hunter and I don't take winter vacations."



Gilles Levesque, skip feedman, Frood Mine: "There's some shaftwork to be done here during the shutdown and I'm going to apply for it so I can get a week in August and a week at Christmas. But if I don't get it, that's okay. It's just one of those things."



Mel Weirman, cage tender, Frood Mine: "I have five weeks so I'm all set. I would have used the extra week at Christmas, but I've worked Christmas before and I can do it again. I suppose this has to be done. I understand the reason for it."



Brian Caldwell, Industrial Relations representative, North and South Mine: "Instead of taking an extra week at Christmas, I'll take it this summer. I really have no preferences. I'm not planning a Florida trip this winter or anything like that."



Susan Stos, clerk/stenographer, South Mine: "I only have four weeks holidays, but then I've taken a week without pay before to go south in the winter. I took a week in March already this year and this will be the second week without pay."

**Modified concrete mixer the key**

# McCreedy doubles backfilling efficiency

All things considered, the odd-looking piece of mobile equipment parked along the entrance road to McCreedy West Mine hardly looks like it could accomplish anything near what mine engineer John Okell said it has.

Until McCreedy miners got their hands on it, the second-hand piece of Australian-built equipment was used to make concrete for highway construction. Hauled to the site by a truck, the round popcan-like cylinder would be hydraulically lifted from its horizontal position like a missile from a launch vehicle. But instead of launching a space probe, the contraption spewed out concrete for paving.

With a few modifications by McCreedy tinkerers, an adjustment here or there and some fine-tuning, the bargain-basement cement mixer backfills underground caverns more than twice as effectively as had previously been possible.

"I'm convinced that if we hadn't come up with this solution to our problems, it would have been the end of operations here at McCreedy," said John.

Because of advanced mining techniques, ever-improving mining equipment and technology and the changing shape of the orebody, McCreedy miners were gradually moving from a large number of small underground stopes to fewer but much larger workplaces. The problem faced by McCreedy engineers was that traditional backfilling methods and technologies couldn't backfill (fill in the mined-out stopes) effectively and fast enough to keep up with the larger blocks being prepared for production.

"We had to do it (backfill) a lot faster than with the conventional hydraulic sandplant," said John. "The new stopes were much bigger and had to be filled a lot faster. There were fewer alternate sites where people could move to while we backfilled the recently mined blocks."

At the same time, he said, any new backfill methods would have to improve upon the strengths of the existing fill, since underground stresses on the much larger exposed mining faces would be considerably greater. "It had to be not only faster, but a lot stronger," said John.

The conventional way involved pouring backfill underground at a rate of 180 tons an hour at densities of around 60 per cent. "That's too slow and it has far too much water in it. The strength of the backfill couldn't be guaranteed. We need twice the placement rate coupled with a dramatic decrease in the amount of water in the backfill. And we had to pour continuously, without a pause for water drainage."



McCreedy West mine engineer John Okell says the mobile sandplant (rear) may have saved the McCreedy operation.

The old method involved pouring at one worksite for a period of time and then moving to a second site while the first site drained of water, then moving back to the initial site to backfill some more. At best, the method slowed productivity. At worst, where fewer alternate sites were available, it threatened to stop production altogether.

## Reduce water

To gain the extra strength needed when backfilling the larger blocks, water content had to be reduced. "Water always carried away a lot of the cement with the old method," said John. "That robbed us of a considerable amount of much needed strength."

The answer, said John, was

a continuous batching plant used to provide a continuous flow of concrete in the highway construction industry. McCreedy picked up the second-hand portable machine, carried out numerous modifications, adaptations and additions to fit the mine's requirements, and the entire price tag was under \$500,000. "Not a bad price to keep a

mine open," said John.

Modifications included a top-to-bottom failsafing to ensure that the huge cement mixer would meet Inco's safety requirements. The equipment was winterized so it could be used year-round, and an enclosed operator's compartment was built. The discharge hopper was modified to allow

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# Experience as internal auditor provides Glenn with an overall view of Inco

In 16 years with Inco Glenn Lyle figures he's run the gamut from engineering and operations to sales, but it wasn't until he went over the company's books that he learned what makes the company tick.

"You think you know what's going on when you move around to different jobs, but it wasn't until I did this job that I realized how all the pieces fit together. Sometimes you have to stand back in order to see the forest from the trees."

Two years ago Glenn volunteered to work for Internal Audit, a job that provided him with an overview of the company he said was impossible any other way.

For Glenn, it was a career-broadening experience. "I'm sure it will help my career at Inco, as it has helped me understand how the company runs. You really see the variety in the many Inco operations doing this job. It's an eye-opener."

Glenn was safety foreman at North Mine before going to Internal Audit. His varied Inco record shows him as someone who appreciates a challenge, and the audit job is probably not the last lesson in his inclination to experiment.

"When I got the opportunity to try it, I figured why not me. It was something new and totally different from anything I'd done before. It was a challenge."

"You can't really forecast how these things will help. I think any kind of personal development is a good thing and will help you."

"From the company's perspective, it's better to have knowledgeable employees, people who have a broad understanding how things work as well as skills in their own field. Doing this job for two years made me realize just how narrow a view I had of the job and the company. We tend to work with blinders on. We rarely get a glimpse of what's happening on the other side."

He's enthusiastic about the value of the experience and feels many more people should take advantage of it. "Maybe it would be a good thing if we could get more people involved, perhaps by shortening the two-year stint. The process of auditing is invaluable. It trains you to apply yourself, to maintain control over your own projects. I figure if more people had the experience of doing the auditing on a couple of projects they would get a better understanding of how to run their own areas."

## Myths abound

The idea that an auditor is a kind of financial cop snooping for errors and meting out punishment when he finds them is a misconception.



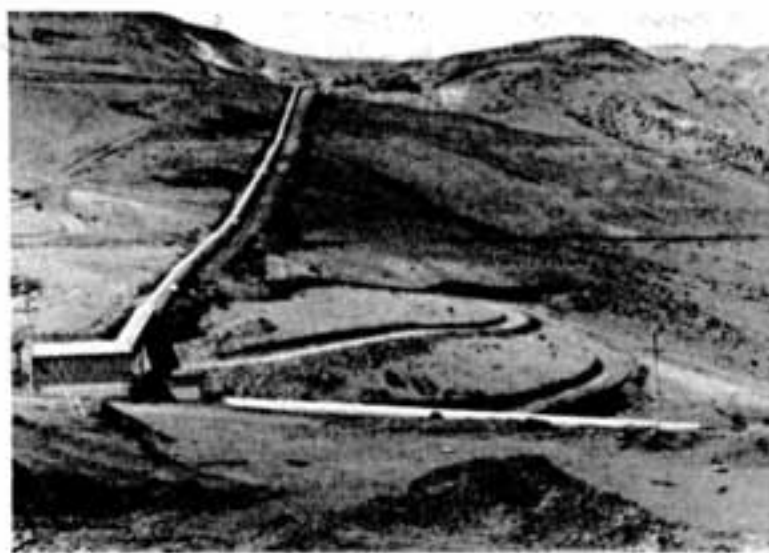
Glenn Lyle displays a piece of ore he picked up during a visit to a Chilean mining operation.

"There's a fair amount of mistrust and fear when you show up," said Glenn, "but that's from people who don't understand what you are looking for."

Most people want to do the right thing the right way but don't understand the procedure. We're there to help them."

Glenn visited just about every operation in Canada from Thompson to Port Colborne in his stint with Internal Audit, but it was a visit to a Chilean gold and silver mine that allowed him to make striking comparisons with Inco operations.

"The mine had a recent \$250 million capital expan-



Mine tailings pipe (left) takes the tailings to a transfer station. The bottom pipe takes the tailings to the stacking area.

sion and we were there to do the construction audit. Inco owns 62 per cent of TVX Gold and TVX Gold owns 50 per cent of the Chilean operation.

"I'm a mining engineer by trade, so they wanted to take advantage of my experience." Perhaps the most striking difference between Canadian and Chilean operations was the emphasis on safety. "There is a tendency among the local people not to be too concerned about safety," he said. "The company is trying to implement safety programs, but it is going to be a long, slow process."

For the Chileans, it's a cultural change. When the

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Little Stobie compressorman Wayne Sparham has volunteered to supervise the kitchen staff at the unique camp.

#### Volunteers needed

## Camp introduces cancer patients to outdoor fun

Wayne Sparham admits that he gets as much out of volunteer work as he puts into it.

"There's a sense of sharing, belonging and being wanted and needed," said the Little Stobie compressorman, "particularly when you're working with kids. Kids are more open, easier to relate to, easier to share things with. You need a kid to bring that out in you."

Wayne is one of the first to volunteer for Camp Quality, a unique summer camp on the West Arm of Lake Nipissing for cancer-stricken youngsters. His job will be to supervise the kitchen staff.

Wayne heard about the camp from Inco pensioner Red Butler, a personal friend who is co-ordinator of the camp, the second of its kind in Ontario. "I figure this will be a unique sharing experience. I've been at numerous youth camps before, but I think this one is going to be particularly worthwhile."

Red is now involved in the

process of raising the estimated \$42,000 needed to run the camp, but as well as the cash, he's hoping for many more volunteers. "It's the volunteers that will make this thing work," he said. "We could never do this without enthusiastic help."

Even more urgent, he said, is reaching the youngsters who could take advantage of the camp. "We hope to serve as many as 50 campers. In fact, we'll try to accommodate all comers, providing we can reach the kids and get the volunteers we need."

If there's enough of a response, we'll expand the camp next year to two one-week sessions."

#### Calling volunteers

The need for more volunteers is critical. Ideally, there will be one volunteer "companion" for every camper. As well as companions, he hopes doctors, nurses and service club members will also volunteer their services. He's getting

female volunteers, but needs many more men to serve as companions.

Volunteers are required to be at least 18 years old and are asked not to smoke or drink on the campgrounds. They are also asked not to promote their own agendas, be they religious or political.

Training sessions will be offered.

He's encouraged by the fundraising so far. By the end of February, he'd raised more than half the needed funding from major sponsors as well as commitments for supplies and equipment. Inco is providing specially designed Camp Quality sweatshirts for campers and volunteers and Red expects to get enough food for the camp from grocery chain stores.

Planned activities at the camp include such things as hot air ballooning, swimming, boating, fishing, archery, canoeing, games, music, crafts and theatre presentations. The camp will be provided free to the youngsters, as will travel

expenses for children who live thousands of miles from the camp. "We will be the first camp of its kind in Northern Ontario," he said. "We want to serve kids from as far away as Thunder Bay and Hudson Bay."

The special camp for young cancer patients was begun in Australia 13 years ago and proved so successful that the number has expanded to 13 in Australia and another 21 around the world.

The value of the camps is obvious, said Red. "The best support for these kids with cancer is to be around other kids in the same situation. They support each other."

He said that cancer patients often feel they are treated differently, centred out by other children at school or in the community. Many people can't help but dramatize the negative, making it much worse than it is."

The danger, he said, is that the kids themselves start to believe the negative image others impose on them. "He

learns from others that he's not supposed to do anything, to not take part in things. He quits trying."

At camp, the kids are encouraged to be themselves, to be treated like any other fun-loving, enthusiastic child. "Not everything about cancer needs to be negative," he said. "We challenge these kids. We show them that they can get as much excitement, fun and love out of life as anybody else."

Since retiring from Inco in 1985 as a Plant Protection Officer, Red has been a "perennial volunteer." He said he was into volunteer work while still at Inco. "I used to take a week's vacation to organize kid's camps. Since the mid-'50s, he's been involved at camps in every capacity ranging from volunteer instructor to washing dishes."

Why does he do it?

"I never got to go to summer camp as a kid. I figure I missed something. I like kids and I get along well with them."

# Teamwork and communications the answer to Central Mills "cooking" problems

It's not that Aileen Thompson isn't a good cook, it's just that she wasn't happy with the ingredients.

Until a Total Quality Improvement investigation, the Central Mills lime grinder had a nagging problem while "cooking" the lime used to neutralize acid in the water at treatment plants, holding ponds and other facilities at Inco plants and mines.

Some of the lime is also sold to outside customers.

Lime is mixed with water and stored in two huge 130,000 gallon tanks for shipment to Inco plants and mines. The "slurry" is then shipped out and used in a wide variety of applications, ranging from reducing the pH of cement mix for backfill to neutralizing acid in water at Garson and Stobie holding ponds.

A TQI team was put together to find out where the problems were, what could be done to improve or eliminate them and how to go about it.

Because outside services and suppliers were involved, the team included in-house and outside representatives. Mill unit employees, supervision, process technology people and purchasing employees, were joined on the team by representatives from Reiss Lime, Commercial Transport and Herby Trucking.

"The initial meetings involved talks about the purchasing of lime, plant tours, problems arising from the lime, and poor communications between Inco, Reiss, Herby and Commercial Trans-



Central Mills lime grinder Aileen Thompson checks out the mixing equipment at the mill. A TQI project made her job easier and more effective.

port," said Aileen. The quality of lime was a major topic. Aileen wanted to know why it was so hard for Reiss to grind the lime one time and not another prior to delivery. The lime, in gravel form, is crushed, ground and baked in kilns by Reiss before delivery to Inco in a powder form.

Consistency in the quality of lime was a major problem in past years. Inconsistency meant wide fluctuations in Inco's mixing procedures.

Poorer quality lime demanded more lime content in

the slurry to get the same effectiveness, yet there was only so much adjusting possible in the mill's "cooking" procedure.

"If you don't mix it right, it could take twice as much of the mixture to remove the same amount of pH," said Aileen.

The meetings brought together people such as plant metallurgy representative Andy Kerr, operations foreman Brian Lyons, Purchasing representative Paul Groves, Gary Powell of Com-

mercial Transportation and Robert DeForge of Herby Trucking.

"We discovered that transportation of supply was very critical, since we needed to adjust the shipment with the different qualities of lime."

In fact, it was more effective communications with Reiss and the trucking companies that proved a major remedy to much of Aileen's problems. "For one thing, we can get immediate additional supply now. We can get an instant adjustment to what

we require. Basically, if we have a problem we know where to call. If they have an unforeseen problem they call us."

Consistency of supply has greatly improved as well, she said. "We're not using nearly as much lime as we did before, yet our water treatment efforts are much more effective."

"Inco and Reiss now have a better rapport with each other. We fax data to Commercial Transport and Reiss every day on how many loads of lime we require. If we have any problems with the lime I take a sample of it to Andy Kerr of Process Technology who arranges to have it analyzed. Reiss is contacted to find out what the problem is or if they anticipate additional problems."

Reiss Lime, in turn, sends Inco a fax of lime sample analysis results every day. A telephone call informs Inco of any problems with their lime or lime delivery.

The mills project is a good case study because of its all-encompassing approach. "In order to make the study complete, we wanted to involve not only all our own people in finding solutions, but also all the outside people that were involved. We got excellent cooperation from everybody."

When it comes to the TQI philosophy, Aileen's a convert. "It's made a big difference. It's helped make my job a lot easier and it's made it much more effective. Compared to the way things ran here before, this is heaven."



Anna Bampton and Marilyn Harper joke with furnace operator Sue Fraser during a tour of the smelter. At the rear (centre) is smelter secretary Marilyn Guenette.

## Secretaries swap information, share work experience

*"Do you want to talk to the man who runs this place or the secretary who knows what's going on?"*

This sign at a secretary's work station at one of Inco's mines was obviously posted with a sense of humor, yet it is indicative of the valuable, often unrecognized role played by many secretaries in keeping the company's operations running smoothly.

That's why they decided to get together on an ongoing basis to share ideas and information, work out common problems, develop a sense of team spirit and at the same time familiarize themselves with the many areas and operations at Inco.

Efficiency, productivity and

communications are all part of a series of Secretarial Workshops that began with a tour of the Smelter recently, but the secretaries count a feeling of unity and common purpose as another major benefit of the program.

"The bottom line is teamwork," said Mines Exploration secretary Anna Bampton, one of about 20 secretaries who toured the Smelter. "You can do your job better when you have a better overview of how everything works together."

She said that sharing information and experience is another benefit. "We can learn from each other in order to do

our jobs better."

The program is particularly important for some of the secretaries from outlying plants and mines, people who rarely have an opportunity to meet others in their field. "There's a sense of isolation for these people," said Anna. "Some of them I hadn't met until these sessions."

Power department secretary Marilyn Harper is another enthusiast. "I'm getting good value out of these sessions," she said.

"We share tips, ideas, information and methods of making the job easier. And we are working together."



## Cubs & Copper

About 40 members of the 1st Chelmsford Cubs and Boy Scouts and 1st Rayside Girl Guides invaded the Copper Refinery recently during an evening tour hosted by the refinery. Many of the youngsters went on to earn an industrial badge by paying attention and writing a report on what they learned. On the right is Roger Spencer, a 23-year veteran at the refinery and a scout leader for the group.

## More ore, fewer accidents

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"I don't think there can be much luck involved in this kind of an accomplishment," said Fred. "This kind of a safety record can only be earned if everybody is on board and conscious of the hazards all the time. It shows that these men are using good work practices, that it's a team effort."

Mine foreman Ray Parker backs up Fred's views. "Teamwork is what does it. The number of men we have here has been reduced so it's more important than ever that we work together, not only to increase production, but to work safely. The guys look out for each other and themselves."

Ray said safety is a regular part of the underground communication among his crew. "We're a pretty tight group. An emphasis on safety comes almost automatically these days."

"Safety and production go hand-in-hand with good morale," said Ray, "and I think we have it here at Creighton."

Creighton miners are now searching for even better ways to do things. A continuous improvement program has begun and the area where this crew operates has been chosen as a pilot site for the program.

Heavy on miner participation, the program will look to improve such things as management and communications. "What we've never been that great at is listening to our people," said Fred.

"This is a good way to involve them in the fact-finding and decision-making process. These are the underground people, on the job site, who know first-hand what the problems are and have lots of good ideas as to what the solutions might be."



### Miners set records

## Inco's own among national champs

The Walden Belle "AA" Ringette team returned from British Columbia as national champions. All coaches and all but one of the young players belong to Inco families. From left, in rear, are coach Ken Cox of the Copper Refinery; manager Joan Miller and husband/coach Gary Miller of General Engineering; and coach Paul Simpson of the Nickel Refinery. In the middle row are Karen, daughter of South Mine's Peter Duguay; Jennifer, daughter of the Nickel Refinery's Jack Parry; Ken Cox's daughter Stephanie; Sarah, daughter of Copper Cliff Mill's Pat Cunningham; Gary Miller's daughter Sarah; and Nadine, daughter of Copper Cliff Mill's Wolf Armbruster. In front are Paul Simpson's daughter Pamela; Susan, daughter of Matte Processing's Aldo Longo; Pamela Hawes; Jennifer Scharf, daughter of the Smelter's Merv Scharf; Michelle, daughter of Stobie's Gerry Chartrand and Angela Mead, daughter of Gordon Mead of the High Falls power plant.

Is there something about miners that produces good athletes?

You'd think so, judging from the success of the Walden Belle "AA" Ringette team that recently defeated the best teams from across Canada to become national champions.

All but one of the team's 13 female competitors are daughters of Inco employees and all three coaches work at Inco. The team's manager is Joan Miller, wife of Inco engineering survey party leader, and team coach, Gary Miller.

Tremendously successful would be an understatement in describing the team's season.

The team won gold medals at tournaments in Walden, Sudbury, Scarborough and Waterloo, and a silver in Kitchener.

Many of the teams they faced were fielded by major population centres that dwarfed home-town Walden, teams from Toronto, Ottawa, Kitchener and many other large cities.

The team went undefeated

at the Ontario "AA" championships, earning the right to represent the province at the Nationals in Port Coquitlam, British Columbia last month.

The calibre of competition at the nationals can be seen in the results.

In eight games played, the team lost one in overtime, won four by a single goal, lost a game by two goals, and won by a goal in the semifinals. In the championship game they rallied from a three-goal deficit in the final period to win the game in overtime.

# Sue Fraser thrives in non-traditional role



This is about as close to an office job as Sue wants to get.

To her co-workers at the Copper Cliff Smelter, Sue Fraser is simply "one of the guys".

But it wasn't always that way.

"When I started here 10 years ago there weren't a lot of women working at non-traditional jobs. I was one of maybe 30 women trying non-traditional jobs scattered throughout the plants and mines here. At the time we had maybe 16,000 employees, and where they put us, there were all men."

There was considerable hostility and resentment, she recalls.

"The guys were suspicious. They figured you were taking jobs from men who needed them to support wives and families. Some of them didn't think a woman could do the job."

If anyone has proven she can stand the heat of the proverbial kitchen, it's Sue. No kitchen can match the heat of her job site, where she taps the furnace by drilling a hole to take out the matte. The temperatures measure in thousands of degrees.

"This is a job of extremes," said the furnace operator as she poked at the hole in the furnace with a steel rod to increase the flow of the glowing, yellow-red molten metal. "In the summer you boil. Ten minutes after you start work you're drenched in sweat. By the end of the first hour my curly hair has straightened out."



Above: For Sue, the heat isn't in the kitchen.

Below: Checking via closed circuit television for position of ladle.



Sue Fraser at the controls of the tapping gun.



Dressed in a protective neck to ankle outfit and wearing a hardhat with a green flip-down transparent visor, she admits that no amount of protective gear can provide the comfort of the kitchen at home.

"See?" she said as she removed one of the elbow-length

protective gloves to reveal tiny burns on her hands and wrists. "The sparks manage to find their way under your clothes."

In winter, conditions are reversed. "You freeze. The front of you is uncomfortably hot while your back end is freezing."

Some of her friends can't

figure out why she accepted the job. When she tells them that she not only accepted it but actively went after it, they sometimes look at her with disbelief.

"I wouldn't give up this job for anything," she said. "It's good money and steady, secure work, of course, but there

are other things I like about it.

"At the end of the day you're sweaty, dirty and tired. You know you've earned your pay and you know you've accomplished something. It's a nice, relaxing physical exhaustion rather than the stressful mental exhaustion of other jobs. I like to be clean, of course, but there's always a shower. After a shower at the end of the day, I feel new again."

Her job demands more than physical strength and stamina. She operates a huge piece of machinery that drills a hole into the furnace through which molten matte flows along a ramp to a waiting track-mounted ladle on the floor below. Once the ladle is filled, she plugs the hole up again.

It's up to Sue to estimate when to begin plugging the hole with the "mud gun." A slight miscalculation, and molten metal could flow over the sides of the ladle and onto the backtrack floor.

"I guess there's a bit of intuition involved," she said. You get a feel for it, that the ladle is filled to just the right amount before you head for the mud gun to 'butt up' the hole."

The opportunity for a good-paying job led Sue to Inco in 1974. "I was bartending and waitressing for about seven or eight years," she said. "I got tired of it—the lousy money, no security. I had a kid to raise. When I heard Inco was hiring, I jumped at the chance. I had no idea what I'd be doing and I didn't care."

For the first while, she shovelled more flue dust than she cares to remember. "New on the job, and you got all the dirty jobs. I felt like a novelty, the only woman around. There was a feeling that you had to prove yourself all the time. The guys could ask for help with something, but you sometimes felt like you couldn't."

The hostility she encountered 10 years ago has turned to good-natured banter these days. She said it was a good sense of humor that helped her through it.

"And I'm kind of mouthy," she said with a grin. "I didn't take a lot of the shots without taking a shot in return."

Things have changed, she said. "I've made a lot of good friends here. Perhaps the friendship can never be as close as two guys, but that's biology. I'm treated like everybody else, although they tend to clean up their language around me a bit."

"I don't know why. I can curse with the best of 'em," she joked.

Sue feels "equal opportunity" in the workplace doesn't have to mean a job in the boardroom or with upper management.

"I still feel women aren't competing enough for non-traditional jobs. I'd recommend it."



A change in jobs for Gloria means different challenges: When you're the new kid on the block, you get the dirty work.

## Gloria moves from desk to shop floor

There are other ways to prepare for landscaping around a new home. But Gloria Murphy has found a unique means to condition her body to the shovelling and planing ahead.

In her 17th year as an Inco employee, Gloria has made a dramatic switch. After 16 years of sitting at her desk, her feet bound in high heel shoes, she's now slipping into steel-toed workboots and coveralls as a utilities laborer in the converter services department at the Copper Cliff Smelter.

And she's delighted, expressing newfound pleasure in her body, flexing her taut muscles. Her tight, sore shoulders and arms provoke more laughter than complaints.

"The first couple of weeks, I wasn't sure I made the right move. I took a lot of baths," she laughs. "But the longer I'm there the more I like it."

Her muscles warm up after a half hour or so these days, she says.

Gloria moved after her accounting department decided it had to reduce its staff over the next two years. Through a re-assignment process within Inco, she had several options, including a post in the warehouse. That job would have been similar to her work in the accounting department but Gloria needed more seniority to land it. She was ready for something different.

Another option was the smelter. Her husband, James Murphy, a smelter mechanic, thought she was capable of handling a physically demanding job there. So she applied.

"The first couple of weeks were very difficult. I was very



Gloria Murphy joins co-workers during a break at the smelter. From left are Chester Zaremba, Gloria, Robert Guy, Terry Dinsmore and Rock Rivals.



Armed with a shovel, Gloria Murphy doesn't miss her office job.

sore because the most exercise I had was walking from my car to my desk.

"(Now) I do a lot of shovelling, etc... I've lost 25 pounds in eight weeks. I could have paid \$500 and gone to the gym. Here they are paying me."

Aside from a bit of bowling, this is Gloria's first real exposure to regular, physical exercise beyond the rigors of running a home. Born in Sudbury and raised in Azilda, Gloria graduated from Chelmsford Valley District Composite School and married soon af-



Gloria goes over instructions with converter services supervisor Sav Dagostino.

ter receiving her diploma. For seven years she cared exclusively for her daughters. In 1976, she joined Inco as a clerk.

Nearly 17 years later her career change has more to do with economics and easing some stress than landscaping



Gloria Murphy puts a bag on the MK melter to catch flue dust.

around the Murphy homestead on Vermillion Lake.

Moving over was a simple matter. She needed a job. And her pay has gone up too. She now earns more than \$18 an hour.

She was finding it more and more difficult to face the inevitable cutback in her department, although the amount of work was increasing. It's different in the smelter, she adds.

She was, however, nervous heading to her new post, having never worked with a lot of men before. "But they've been really good. I think seeing that I'm willing to do anything that they're doing helps."

She believes she's treated equally and there have been no complaints. Her only holdback now may just be inexperience and adapting to a more physically demanding job.

"They don't ask me to do less because I'm a woman."

## Modified concrete mixer the key

*continued from page 3*  
the material to be fed directly into the backfill hole, and a specially designed screen was installed for screening out oversized material that could plug up the sandfill lines underground.

About 30 feet tall when the silo is erected, the "Aran" plant, as it has become known, can be "packed up" and moved in 24 hours. Parked over a sandfill hole, the material is poured down the hole and by gravity to the backfill site hundreds of feet below surface.

The machine spews out 370 tons an hour continuously, more than double the tonnage

a million gallons of water that doesn't have to be poured underground.

Because there's less water, there's less wash-out of underground roadways and less blockage of underground sumps. "Underground conditions have improved dramatically. There's reduced pumping costs, reduced grading of underground roads. Costs of maintaining much of the equipment has been reduced," said John.

He said that a crew of 26 men used to be involved in the dirty, difficult and time-consuming job of underground upkeep and sand pouring. The new backfill method has al-

surface hole because the thicker material couldn't be poured underground for any great distance, particularly not on an incline," said John.

### Fine-tuning

But through fine-tuning and experimentation, the new method has also been used in a truly hydraulic mode. "We can still maintain a high solid content of up to 75 per cent and pour the material hydraulically to much greater distances, even on an incline. The continued experimentation has effectively reached out an additional 1,500 feet from the true high density us-

## Internal auditor appreciates overall view of Inco

*continued from page 4*  
company hands out safety glasses, everybody takes a pair, but the next day nobody's wearing them."

The importance of having an overall view of Inco operations is a message he'll take with him when he returns to the Sudbury operation later this year. "That's not only important in a worldwide view, but on a smaller scale as well," he said. "You see it right here in Sudbury."

Often miners have no real understanding of what's in-

volved at the surface plants and vice versa. It's a weakness here that needs improvement. Our people are what give us strength. We can draw on that by giving people an expanded view of the operation here as well as an informed picture of the company as a whole.

"The principle is simple. If you know what's happening in the process before it gets to you and after it leaves your worksite, you can better adjust what you do to make it easier for everybody."



**Cement plant operator Claude Frappler helps with the maintenance of the plant. The mobile plant is operated by one person.**

of the old system. The mixture is about 83 per cent solid as compared to somewhat less than 70 per cent before. "It's working much better than we ever thought," said John. "We are able to backfill stopes that will have exposed faces 120 feet high by 150 feet long. This can only be done because of the greater strength this system provides. It would have been unthinkable with the old method."

"Blocks that we fill today in three or four weeks with this new method would have taken three or four months to backfill the old way," said John.

The new process requires a high quality screened sand containing just the right blend of fine and coarse sands. McCreedy was able to secure a stable supply of excellent quality sand from the large sand pits in Dowling.

### Added savings

The new process has side benefits as well. Filling a 25,000 ton block saves about

lowed almost half of the crew to move to other jobs.

Since mine water has to be pumped to surface, the old method meant pumping the million gallons into the mine as part of the sandfill process and then pumping it back out after it drained away from the backfill.

"It was a very expensive process that's been reduced considerably," said John.

He said that although the new method has been used for over two years, experimentation continues to bring improvements. "This is a new method of backfilling. As far as I know, the modifications made at McCreedy have made this unique in our industry." McCreedy's tinkering is paying off. Recently, something of a breakthrough has vastly improved the process.

Until recently, most of the new high density backfill was gravity fed due to the flow limitations caused by the lower water content.

"We could only fill our underground stopes within a radius of 300 feet from the

age to the extent that almost all underground openings at McCreedy can now be filled by the Aran plant one way or another."

For McCreedy, the project is a good example of anticipating a potential problem and doing something about it before it lands on the doorstep.

"The handwriting was on the wall in the late '80s. The structure of the ore made future mining of larger blocks inevitable and we knew that unless we modified our methods, we wouldn't be in business long. What saved us was some foresight and working together to find a solution."

Although the new plant was a savior at McCreedy because of the unique conditions that existed there, John said the equipment might not be so adaptable to other mine sites such as Creighton.

"Some of these solutions are site specific," said John. "They might be suitable for us, but not at other locations where the conditions are completely different."



**Murray Gordon of Placer-Dome, Inco New York auditor Lou Bures and Glen Lyle take a look around the Chilean mining operation, seen in the background (centre).**

## Inco plays host to young scientists

Approximately 400 high school students, representing some of the country's most inquisitive young scientific minds, will invade Sudbury this year to participate in the 1992 Canada Wide Science Fair.

Among those who will be greeting the budding young scientists is Inco, with a donation of \$17,000 toward the cost of hosting the week-long event from May 10 to 17.

As well as the cash donation, Inco will play host to an underground tour at Creighton for 40 students to see the site of the Sudbury Neutrino Observatory. The visitors will also see an Inco slag pour on Wednesday, May 13, courtesy of the Transportation department, and will take part in the Big Nickel Mine's Path of Discovery tours that include visits to such sites as The Clarabell Mill, Copper Cliff Smelter, Copper Refinery and Nickel Refinery.

According to organizing committee chairman Brian Scott of Laurentian University, the science fair is a golden opportunity for Sudbury to change the perception of this northern community for the next generation of Canada's citizens.

"It's a good way to tell the real Sudbury story, to let them see first hand what we have going for us and to show them some northern hospitality."

That hospitality has become abundantly clear, he said. More than 100 local groups and businesses have donated funds to raise almost \$170,000 to host the event.

"Local businesses and industries like Inco could well end up hiring some of these kids. They represent the best of the scientific potential in our schools," he said.

Inco's financial help goes mainly toward a party at Rocky Mountain Ranch to end the event. Called "Rocky Night In Canada," the wind-up event includes a cookout, hay ride, sports activities and a range of other events designed to provide a lasting good impression on the young people.

Mr. Scott said the visitors are the cream of the crop, overall winners from 105 regional science fair competitions around the country.

Non-competitive exhibits are being brought by young people from Japan, Sweden and Taiwan. Visitors from Australia have also registered.

Held under the auspices of Science North, the competition will be held at Bell Grove Arena. Individual Inco employees have also pitched in to help organize the event. General Engineering senior estimator Karl Pilonen works on a committee of volunteers who have given many hours of their own time to make the science fair a success.

# Copper Refinery's Wellness Program stresses prevention

**A**n ounce of prevention is worth a pound of cure. A cliché, perhaps, but the people at the Copper Refinery are nevertheless taking it seriously.

Preventive medicine is the thrust behind an ambitious new Wellness Program that offers a healthy lifestyle message to the refinery's almost 500 employees.

The first segment, a presentation by Canadian Cancer Society workplace health educator Mary Tombalakian, has already been completed and organizer Dan Nepssy said the reaction of employees has been encouraging.

"We've had an excellent response from our people," said the supervisor in the refinery's training department. "We've had requests for return visits and more information."

The refinery's program has been divided into four major segments that will span the year. During the second quarter, an employee information session will be held with the



Workplace Health Educator Mary Tombalakian of the Canadian Cancer Society (left) points out the health hazards of smoking during one of the sessions in the Copper Cliff Copper Refinery's Wellness program. Seated (from left) are refinery employees Larry Arsenault, Jean-Paul Gauthier, Chantal Clement and Stanley Keckes. Standing are Gerald Lepage and Maurice Ducharme.

Canadian Hearing Society. The third and fourth quarters will cover information from the Heart Health Coalition and Canadian National Institute for the Blind.

Dan said the initial sessions enjoyed considerable response, but because of scheduling snags, only about half the refinery's employees were able to take advantage of the information meetings. He's working on alternative ways to get the word out to more people. He'll experiment with information on film as one way to avoid scheduling problems. "People can get the information whenever they have the time," he said.

"Although the response has been excellent, there's no way we can know for certain if the message is having an effect and people are making changes," he said. "All we can do is give them the information."

Preventive medicine isn't difficult. There's many simple things we can do to establish a healthier lifestyle."

## Smelter encourages quitters ... smokers, that is

**S**melter furnace worker Marcel Bellefeuille has been fighting with the evil weed for about six months, and he's winning.

"I'm doing it gradually, cutting down," said Marcel. "I've gone from two packs of cigarettes a day to about half a pack. I plan to keep at it until I quit."

Marcel was one of the Copper Cliff Smelter Complex employees who attended the first in a series of information sessions about smoking conducted at the Smelter Training Office.

It's been over two years since Inco established a policy restricting smoking in the workplace, and the Smelter program is a continuation of the effort to increase employee awareness of the hazards of smoking and to give employees information and alternate methods of kicking the habit.

As well as the sessions that will be attended by all Smelter employees, the general smoking policy will be reviewed with everyone. Each superintendent will review the policy with each of his staff and each supervisor will review the policy with each member of his crew.

Complex manager Peter Garritsen said all Smelter personnel will be expected to attend one of about 30 sessions to be held in March.

Conducted by the Sudbury and District Health Unit, the hour-long sessions include everything from the ill effects of smoking to a variety of



A group of Smelter employees gets the facts about smoking at a Smelter information session.

ways to quit.

Public Health Nurse Laurie Fraser, who lectured at the first session, said although the word is out about smoking, there are often misconceptions about how to beat the problem.

One of the major mistakes, she said, is the "failure complex" that often keeps a smoker from trying again after an initial attempt to quit has failed. "Statistics show that the average person has to try to quit a number of times before they are successful. But many people figure that because they've tried to quit once and failed, there's no point in trying again."

She also emphasized that non-smokers have a responsibility to encourage, reward and help the smoker kick the habit.

"Nagging and criticizing doesn't help. Be positive, give

praise, admiration and realize that quitting is a hard thing to do."

Ms. Fraser warned that nicotine is more addictive than cocaine, and told smokers that quitting would not be easy. "The person who quits smoking often feels like he can do darned near anything," she said. "It's a great confidence builder."

She said that the Sudbury area generally lags behind many other areas in the country in efforts to reduce smoking. "There's an ever-increasing percentage of people who are quitting, except in Sudbury, it seems," she said. "The Sudbury smoking rate is third-highest for men of any area in Canada and fifth highest for women."

### Frightening stats

She called "frightening"

the statistics that reveal Sudbury on the upper end of the scale for death by lung cancer, heart disease and other smoking related medical problems. She outlined a growing full-scale war on smoking that ranges from expanding smoke-free areas in public places and larger warnings on cigarette packages to a group that is working hard to make Ontario a smoke-free province.

Complex training supervisor and loss control coordinator George Middleton estimates that of about 880

strictions and others have quit as a result of the escalating price of tobacco.

"But not enough," he said. "We'd like to help more people quit."

A 35-year smoker himself, George is convinced he'll stay away from cigarettes at least during the month-long campaign.

"I've tried to quit before but never made it," he said. "Perhaps these meetings will give me a focal point."

He admits that the dangers of smoking are widely known, but thinks the sessions will help bring the message home. "People tend to ignore the warnings," said George. "This way, with health professionals providing the information, it's harder to ignore."

He said that because of the Smelter workforce's general teamwork attitude, he figures the campaign will have some success. "Our people work together as a team," he said. "They tend to be very receptive to new ideas and new ways of doing things. I hope that will carry over into this campaign."

For Marcel Bellefeuille, the session was a valuable one. "I think it was encouraging. It helped me to stick with it. I'm going to make it."



Smelter furnace worker Marcel Bellefeuille gets the real story about smoking from Public Health Nurse Laurie Fraser. Marcel has already managed to cut back his smoking and is trying to quit completely.

people who work at the Smelter, approximately half smoke. Some have kicked the habit with prompting from the new Inco-wide smoking re-

# in touch

## Port pensioner still a flyer at heart

My, how time flies.

Particularly when you're having fun flying. Before you know it, you're 97 years old.

John Spencer is Port Colborne's oldest Inco pensioner. He served in the Royal Canadian Air Force during not one, but both World Wars.

Now that's an itch for flying! Scratch off a strong sense of patriotism, too.

You might say John's two years of aerial acrobatics in the First World War were a training exercise that whet his appetite for another five years of "winging it" in the Second World War. The machines and methods of aerial combat changed a lot in the intervening period, when John came down to earth and worked in the Port Colborne Refinery's machine shop for 21 years. Things changed at the nickel plant, too, during that time. Though he's been retired for 30 years now, John Spencer remembers the innovations he and others implemented, contributing to produce a higher quality nickel that ultimately improved the very planes he and others would be piloting.

From Curtis J-N 4's, J-6's, J-E-8's ("Jennies") and Avro 504K trainers in the First World War; to Tiger Moths, Yales, Harvards, Lysanders and the Bolingbroke MKIV bomber in the Second World War, John flew many kinds of aircraft in friendly skies.

In seven years of dedicated service on air force training bases across Canada, John never engaged opposing pilots overseas, but became one of the premier trainers in the RCAF.

"That suited me fine, because I never did believe in violence," he declares proudly.

Just ask fellow pensioner, flight sergeant and tail gunner Jack Huffman, 74, about Spencer's excellence in the air as a trainer and his determination to make his pupils the best they could be.

"I was 23 years old. I'd just enlisted in April, 1941, after leaving the sinter plant at Inco with Vic Cody and Raymond Minor. Ray and I went to Dafoe, Saskatchewan for one year, and I served as ground crew for a while. I didn't know there was anyone on base from Port Colborne until I strapped John Spencer into a Ferry Battle trainer one day. He was 46, and the commanding officer of the hangar at the time. It was good to see someone else from Port Colborne at Dafoe.



John Spencer: At 97, still in the swim of things.

Another time, I strapped John and a trainee into a Ferry Battle. After about six hours, the plane was long overdue. They couldn't be in the air. In they came through the guardhouse with parachutes under their arms. There had been a radiator leak in the plane's single engine and John had flattened it into a field with the undercarriage up. That was a nice bit of flying", recalls Jack, who got a few more tips from John before being transferred to other bases, including Brandon, Manitoba; Lethbridge, Alberta; Bella Bella, British Columbia and gunnery school at Mont Jolie, Quebec.

Those tips must have paid off, because Jack was awarded the Distinguished Flying Medal (DFM) on July 17, 1945, after flying 32 missions in a Halifax bomber named Auld Arsenic. Jack and the rest of his crew in the 433 Air Squadron all survived intact and unharmed after dangerous sorties over Germany and other parts of Europe.

Considering the mortality rate of the vulnerable tail gunner during the Second World War, Jack was both very lucky and very skilled at his position.

"If you didn't want to talk to St. Peter, you had to keep track of a lot in your 'office'," he remembered with a grin. Is that what is called flying by the seat of your pants?

After living through the war, anything else would be a piece of cake, reasoned Jack. He went back to Inco, enrolled in some correspondence courses through the Royal Canadian Legion and became

an electrician at the refinery for 37 years before retiring in 1978.

John Spencer first got the flying bug when he was about to join the armed forces in 1917. "I was in Toronto, passing by a train loading up with men and their heavy-looking packsacks. I couldn't imagine carrying all that gear around everywhere, so I decided to sign up in the air force, instead.

I spent time in Toronto, Texas and Beamsville before I went overseas for more training in June of 1918. The war ended November 11, so I didn't miss the action by much," he reflected.



Jack Huffman.

Right after the war, John started at Inco in the machine shop. It was 21 years before the bug bit again in the fall of 1940.

"On the way home from taking a daughter to university, we passed by some airplanes on the ground in Trenton, Ontario. 'I can fly those damn things,' I thought. Later on, my wife and I heard an ad on the radio, saying if

any First World War pilots could pass the medical and were under 45, they could join. So I did. We started all over again from scratch. There were 13 First World War pilots and 11 student trainees in our class at the base in Regina, Saskatchewan. I graduated at the top of the list and went on to train others at Picton, Nova Scotia; Macdonald, Manitoba; Dafoe, Saskatchewan; and Jarvis, Ontario, where I became a flight lieutenant and commanding officer of the bombing division until the end of the war."

How has John kept active since then? "Inco kept me busy for over 40 years. There was almost never a day when I didn't work and I only missed a total of one week off."

He'd always been mechanically inclined and learned how to service his own airplane, so work at the plant came naturally as John made changes on the fly.

"In electroplating, instead of putting tabs on the sheets by hand for mechanically hanging in the tanks, we switched to spot welders. They didn't work at first, because they operated on compressed air which, if it wasn't regulated right, didn't synchronize properly. So I got some reducing valves and put in a storage cylinder to level the pressure off.

"When it came time to clean the bars on which the sheets were hung, each one was cleaned by hand with a wire brush. This was too time-consuming, so I decided to make a bar-washing machine with three rotary brushes.

"Cleaning anodes with a

pressure hose didn't work well either, and the foreman needed something that would perform properly. I changed the nozzle they were using and it cut the stuff off the anode like nobody's business!"

Off the job, John has amused himself with photography, which became a profitable sideline before and after retirement. He has also made a donation to the Canadian Warplane Heritage Museum in Mount Hope, Ontario. Several vintage craft that John used to fly, including the Bolingbroke, are being restored in this community close to Hamilton.

Despite hip operations and an artificial hip which has slowed him down and kept him from skating on the ice outside his lakefront home, John still swims every day during the summer with his third wife Evelyn in a neighbor's pool.

"I usually swim from 22-30 laps a day. Before, I used the city's pool, but too much chlorine in the water gives me a rash so I swim next door," John says. But no matter how much he swims, he can't get rid of his green thumb, because he tends a substantial garden in the growing season.

John hasn't flown in a long while, but he's certainly game.

"Eight years ago," says Evelyn, "we went to Australia by jet and I asked John, 'If the pilot had a problem, do you think you could fly this thing?'"

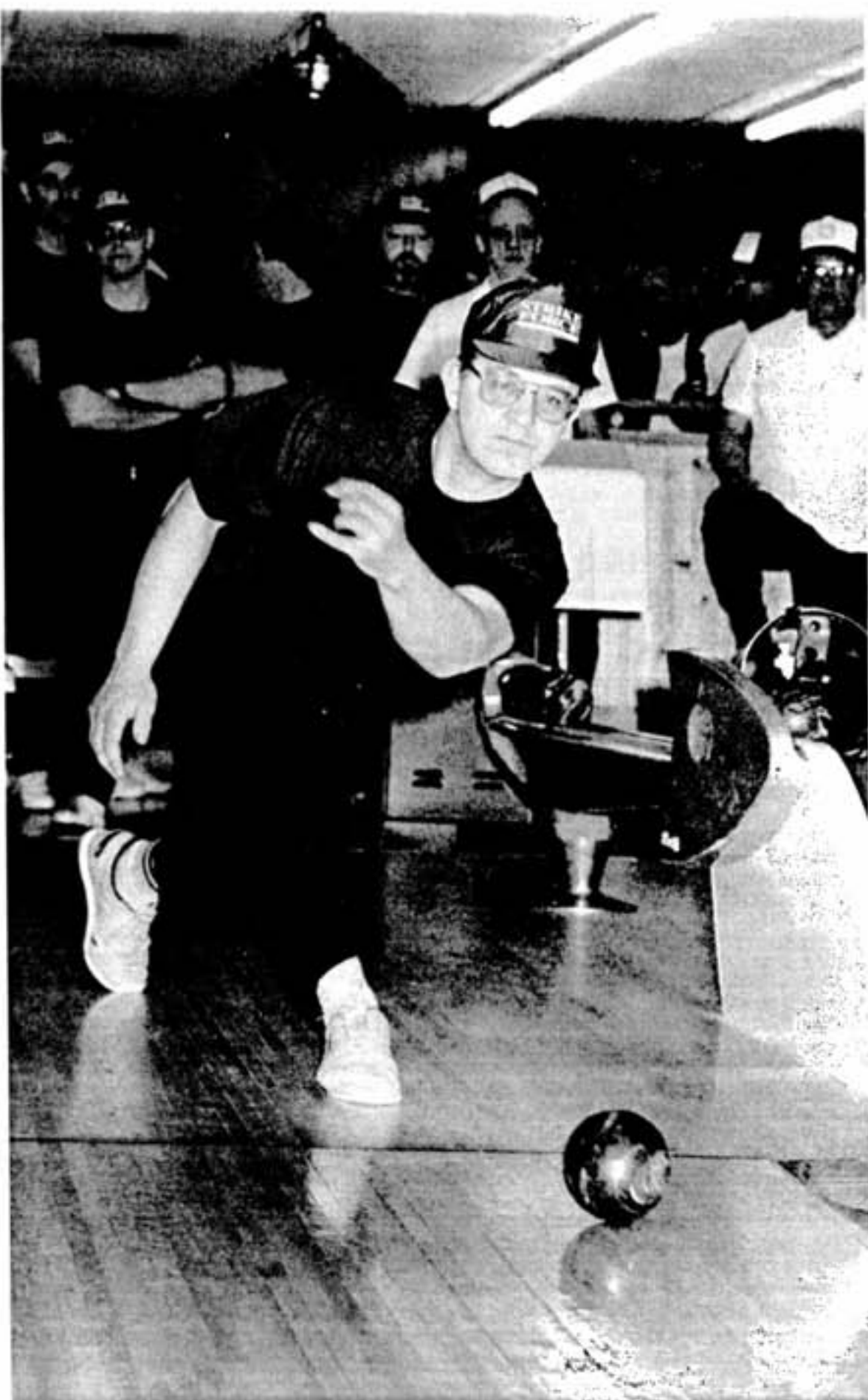
"He said, 'With all those instruments, you'd have to be a Philadelphia lawyer to be able to operate it. But I'd sure enough try.'"



Wayne O'Sullivan (centre) shows his enthusiasm for a good shot by teammate Ray Krieg (back to camera).



A victory portrait. From left (front) are in-the-hole driller Ray Krieg, development miners Alain Lapierre and Denis Sylvain, (rear) trackless miner Wayne O'Sullivan, development miner Shawn Gray and Levack foreman Rob Rivet.



### Friendly match benefits Big Brothers

## Inco bowls over the competition

Falconbridge suffered a humiliating defeat at the hands of an impressive line-up of Levack's best, but Falco doesn't expect to be pinned to the floor for more than a year.

Wait till next year was the good-natured rallying cry of Falconbridge bowlers as they lost the Bowl for Millions challenge match at the Notre Dame Bowling Centre to an Inco team made up of Levack Complex miners.

Bowl for Millions is a fundraising event for Big Brothers of Sudbury.

Inco sponsored the team to the tune of a \$500 donation and supplied T-shirts and hats that proudly advertised the Inco "Strike Force."

The competition was tense as bowlers tossed the balls down the lanes with much the

same conviction as removing ore from a rockface.

While competition was keen, the atmosphere remained cordial. A good toss was rewarded with hand-slapping celebration from members of both teams, and the good-natured bantering and jeering revealed more good times than hard-bitten rivalry.

Nevertheless, some Inco bowlers insisted they were playing on the disadvantaged lane. A computer scoring system couldn't keep up with the action, and jumbled figures had to be corrected at one point before the game continued.

The Inco bowlers were in-the-hole driller Ray Krieg, miners Alain Lapierre, Denis Sylvain, Wayne O'Sullivan, Shawn Gray and foreman Bob Rivet. Coleman's Lapierre was



Retired Falconbridge miner Bob Pakham watches intently as Inco's Strike Force gathers momentum.

the only non-Levack Mine bowler on the team.

"We can't have Inco beating us here," said Len "Savage" Hamilton, a hoistman at Falco's Lockerby Mine. "We want a grudge match as soon as possible. We had fun together and that's the main thing," he concluded.

While the event was a lot of fun, all agreed that the real winner was the Big Brothers organization and the youngsters who benefit. "Anybody's who's got a son knows how important it is that these kids have a role model, somebody to look up to," said Wayne O'Sullivan. "I think what Big Brothers do is a great contribution to the community."

They do good work. These kids need somebody and these kids are our future. That's the bottom line."



## HERITAGE THREADS

For a long time, those of us in or retired from the business of producing nickel didn't have to learn much about selling the stuff. As long as the trucks and trains kept rolling out the gate — frankly, Scarlet, we didn't . . .

We thought there was something eternal in the words of Robert C. Stanley, passed down by our fathers: "A small area in one Province produces 90 per cent of the world's nickel . . ."

We worried no more about how it got that way than we did about it ever changing. We did our job, and the boys in sales did theirs. There was no need to find the warning, further along in that same 1932 Foreword to *The Story of Nickel*: " . . . Canada has a real stake in maintaining and in further developing world markets for nickel. Failure means that modern Sudbury will revert to the gossan hillsides of its antiquity." (Italics mine)

### The Shrivelled Pie

The Chief wasn't spouting blarney. He was writing what he knew to be so. In 1922, when Stanley became Inco's new president, nickel sales reached only 12 million pounds.

"During the first two or three years after the war the situation remained confused. The new production which had been created by the demand for ordnance and armament was in a mad scramble with the older producers for a market which no longer existed."

The post-war pie was just too small. In Sudbury, it was a case of "this town ain't big enough for three of us." When the dust cleared, the British American Nickel Company lay dead in the street — its cannibalized bones gleaming in the Nickelton sun.

But that wasn't the main strategy: scrapping over a shrivelled, outdated pie. Stanley wouldn't be held to the idea of simply competing. He had a vision of something far greater. And he did what the hottest management books are writing about 70 years later: he changed the rules!

### The Gospel of Nickel

"[Stanley] saw in the fight of modern industry for better materials and improved performance a constructive opportunity for nickel, which was more diversified and lasting than its old market for the destructive uses of war. To this end he inaugurated a policy of active research and aggressive development. A laboratory was constructed at Bayonne, New Jersey, for experimenting with new alloys of nickel and for solving the difficulties experienced by industry with the alloys already developed."

"[Inco metallurgists] carried the gospel of nickel directly to the foundry bosses and shop foremen, and put the latest scientific knowledge about the metal on the shirtsleeve basis of helping to work out production problems on the job."

And, with most of the money they had at the time, Inco built a rolling mill in West Virginia, so they could put their alloy production where their mouth was.

The system worked, and the pie got bigger. Much bigger. By the time The Great Depression began, Inco was able not only to weather the initial downturn, but to continue expanding! After a bit of a roller-coaster ride, by

## As the Market Turns ... Episode One

by Marty McAllister

1937 nickel sales had grown to more than 200,000,000 pounds.

### Strategies

It was a strategy of working with our customers, to help develop better products for the ultimate consumer. Inco did it better than anybody. And, since the 1929 merger with Mond, it had nearly the whole enchilada to itself.

So, how did 90 per cent drop to about a third, over the course of 60 years?

If Stanley were up on one of those cushy executive clouds I often talk about, I wonder if he'd taunt us, like that delightful Rez Woodstain commercial, where the oldtimer used to cackle: "I warned 'em . . . but they wouldn't listen. And where are they now?"

Probably not. He'd know how much the game has changed, and that where we are ain't half bad. But he'd sure as hell want us to get a handle on what's happened, and to be working a strategy for the next six miles. So, let's start with what happened. Maybe next time, (if I find the right book) we can talk about strategies.

### Creating High Expectations

Inco had ploughed a lot of new ground. It had told people — and had proven — that nickel would help keep ships afloat, milk clean, kitchens sanitary, pipelines free of corrosion, skyscrapers strong, shopping carts gleaming, and jet engines from flying apart. Customers came, saw and believed, and soon the wonders nickel offered were seen as vital, everyday features of a better world.

Once people have come to depend on the advantages (quality, price, dependability, etc.) you and your product can provide, you'd better not give them a chance to do without — 'cause they won't. Not for long. They'll either go to a different source, or they'll substitute with something else. And once they've done either, you'll whistle Dixie until your nose bleeds before they'll come back again.

But the pie continued growing anyway, if not at the rate we'd hoped. In absolute terms, so did Inco's sales. So did the list of competitors. After 1928, when Falconbridge was founded, the competition didn't go away any more. The tough (or heavily subsidized, in some countries) producers hung in and became part of the territory. Like Falconbridge, SLN of France, Western Mining Corporation of Australia, and Outokumpu Oy of Finland. And there came several others, including Cubaniquel in Cuba.

And the biggest of them all, bigger even than Inco. Behind a now-tattered curtain that still offers us only a sneak preview, there grew the awesome nickel-producing capacity of the former Soviet Union — "leaking" to the West for years.

A lot of folks after the same prize.

### Carving Their Chunk

But do all those nickel producers have the same type of direct customer contact as Inco? If some don't, how do they sell? How, indeed.

Tune in again next month, for the next (and maybe last) gripping episode of *As The Market Turns* — when we'll meet Marc Rich, learn about the Jerusalem Coffee House, and try our luck at that Big Board game, *Let's Change The Rules!*



## INCOME ideas

It may come as a surprise, but if you purchase a service, import it into Canada and essentially consume that service in Canada, GST will apply, if the service would have been taxable if acquired in Canada.

What kind of services? Anything you can imagine. Car repairs. Dry cleaning. Hair cuts. Legal or accounting services. The list is endless.

Of course, since the GST is a tax consumption, this brings up the question of where the service is consumed. If you get your hair cut in the United States, what constitutes consumption? The act of getting your hair cut, in which case no GST would apply? Or the slower act of it growing back while you are on Canadian soil, which, in theory, means that GST does apply?

If you get your car repaired in the United States, does the

fact that your car is back on the road and running mean that you've consumed the service? Or do you gradually consume it in Canada until your car needs repairing again?

This in turn brings up an even more troublesome difficulty. How do you pay the GST when you import these types of services?

#### Government Noticeably Silent

Probably on purpose, the Government has ignored commenting on this type of importing. But it has supplied a special tax return (Form GST 59) and has said that you, the importer, are responsible for filling out the form and remitting the tax.

The taxman is leaving it up to you to pay the tax when you import these types of serv-

ices, which gives some indication of how serious they are about actually collecting it.

However, Revenue Canada has commented on the importation of services in cases where you are in Canada and arrange for the service to be imported. This type of action is no longer an unusual occurrence considering the mobility of people and information across borders these days.

For example, you might engage a U.S. resident to undertake some financial planning for you. All information would be shipped back and forth by computer and the planner would bill you, say, \$500. GST is payable on this \$500.

#### Paying the Tax

Fine, you say, but why pay it all, especially if the planner won't remit it to the govern-

## Importing services and the GST

by Richard Birch

ment? You would not pay the GST to the planner unless he or she is registered with the Canadian Government to collect GST. This would be more likely if a significant portion of the planner's business was generated in Canada.

If the planner is not registered, you are the one liable to pay the GST to the Government, not the planner. If the taxman runs you down, you will owe the \$35 (7 per cent of \$500) plus some penalties if you are late in paying.

So, should you voluntarily remit the GST to the Government? The law requires it, so get a copy of Form GST 59 and send in your tax. Instructions for payment are included with the form.

#### Variety of RESPs

Registered Education Savings Plans are offered by many financial institutions in several varieties. Brokers offer self-administered RESPs, or you can get simple ones that invest primarily in safe interest-bearing securities. Some

mutual funds also offer RESPs. There are few restrictions on the types of investments in which funds can be placed. Shop around for plans with the lowest fees.

You can also save on fees by opening one plan for all your children. If you have three children, you could contribute up to \$4,500 a year (\$1,500 x 3). If a plan has more than one beneficiary, they must all be related by blood or adoption. Bear in mind, however, that the plan must be collapsed at the end of 26 years.

The one draw back to a RESP is that all earnings must be paid out to a college-going person. That means your children must go to college or university to benefit. However, if it looks as though your children won't go past high school, you can change beneficiaries in the plan at any time. You can even name yourself as a beneficiary, if you think you'll take a year off some point and go back to school full-time.

# Everything ready for celebrations to induct almost 500 new Quarter Century members

**M**ore than 12,000 years of service will be honored when 485 Inco employees and their guests are escorted to their seats in the beautifully-decorated Palladium Room at the Holiday Inn on May 13 and 14.

It's the annual Quarter Century Club celebrations, and organizers have been busy planning and preparing since the doors closed on last year's event.

The numbers keep climbing as Inco's senior workforce moves closer to retirement. Long gone are the Quarter Century Club events of a decade ago when as few as a dozen people celebrated.

And the numbers will continue to grow for the foreseeable future. Figures reveal that by 1996, as many as 700 people will be reaching their 25th year at Inco.

Keeping to the Inco tradition, planners continue to pull out all the stops and stretch their imagination to make each event unique.

Consider the logistics: 500 invitations, designed especially for the event, are mailed out to new members and processed as return cards are received.

Enough film is needed to take up to 1,000 commemorative photos that have become a very popular part of the Quarter Century celebrations. The pictures are taken in a specially-designed backdrop.

600 bottles of wine are



**Skit Row, a comedy troupe from Ottawa, will headline the entertainment at this year's Quarter Century Club celebrations.**

specially labelled for the event by Inco.

- About 130 floral arrangements are designed to match the Palladium Room decor.

- More than 500 corsages are specially made for ladies attending the event.

- Detailed seating arrangements must be fine tuned to ensure everyone sits with co-workers.

According to organizers, the annual event would not be possible, particularly with today's growing number of new members, without the help of a small army of Inco volunteers doing everything from welcoming new members and guests on arrival to

taking pictures and passing out name tags.

Inco employees volunteer-

INCO  
quarter  
century club

annual  
celebration

ing their time to help make the celebration a success are Benita Smith, Raija Knight, Angie Gagnon, Coleen

Cascanette, Barb Maskell, Cheryl Malleau, Ron Orasi, Trevor Courchesne, Karl Vaino, Doug Mazarolle, Gord Winch, Jane Stokes, Liz Salhani, Nina Leroux, Joanne Landry, Sue Vincent, Bill Rorison, John Ticalo, John Matijevich, Larry Tarini, Rick Furniss and cooperative education student Tina Bellehumeur.

As in past years, the coveted Quarter Century Club gold pins will be presented, along with an appreciative handshake, by managers.

Organizers have successfully managed to make this year's event unique, with new entertainment, music and de-

cor. The entertainment lineup this year is headlined by the Ottawa comedy group Skit Row. Joey Hollingsworth, touted as Canada's answer to Sammy Davis Jr., will also perform. He's a singer, dancer and musician.

Dance music for the evening is provided by Sudbury's own Tom Hewlett and Christianne Pauze, a talented duo who have performed at past Quarter Century celebrations.

Completely new this year are two billboards expressing Inco's appreciation for the service and dedication that new club members have given the company. Displayed on Lorne Street at Kelly Lake Road and the Kingsway at Barrydowne, the billboards feature a group of this year's new inductees. The display, up since May 4, will run for four weeks.

Trying to make each year's event unique has made early preparation even more necessary, said Karen DeBenedet of Public Affairs. "We try to come up with new ideas and new approaches rather than just repeating the same thing every year," she said. "It's almost like starting from scratch."

Organizers say they break into a cold sweat as the date of the event draws closer. "You start to think about all those many little details that can go wrong," said Karen. "You get a little nervous as the day gets closer. But after it's over it always amazes me how smoothly things went."



**Flanked by Milling, Smelting and Refining vice-president Peter Ryan and Smelter Complex manager Peter Garritsen, the MS&R Safety Trophy will stay at the complex for another year. Some of the smelter's 900 employees showed up for the official presentation.**

## One more to go for Smelter safety award hat trick

**F**or the second year in a row, the Vice-President's Safety Trophy for Milling, Smelting and Refining plants is displayed at the Smelter Complex.

"And we're aiming for the hat trick next year," said Bill Dopson. "At the Smelter we're proving we can successfully put safety and production together as a single effort," said the superintendent of Safety and Administration.

"Our belief here is that the only way you can change people's behavior is to get them on board. You can't legislate people to work safely and effectively. They have to do it on their own."

He said there is "no question" the statistics show a tremendous improvement in overall safety performance over the last few years. This has not resulted so much from safety meetings, directives and official precautions, but by the changing attitude of each em-

ployee.

"I suppose the fact that we have an experienced workforce has something to do with it," he said. "But I'm convinced that the new people coming on line are equally safety conscious. It's a big part of the overall training today, more so than it was 20 years ago."

Improved co-operation between labor and management, particularly in the safety and health area, has helped the mining industry improve its safety record.

"And I think the new president (Ontario Division president Jim Ashcroft) is emphasizing the co-operative approach even more," said Bill. "I think things will get even better in the future."

"We can clearly see the advantage of working together, of sitting down and talking to each other," he said. "In the field of safety, it can be mutually beneficial."

He pointed out that Smelter people earned the award in the two years when the entire area was undergoing massive changes with the Sulphur Dioxide Abatement Project. A major upheaval, Bill calls it. "Our people had to deal with demolition, new equipment, structures and procedures," he said. "Many new skills were demanded here over the past few years and our people have come through with flying colors."

It not only shows individual responsibility, but a willingness to work together as a team.

"There's not a doubt in my mind that without a phenomenal team effort here, this could not have been accomplished."

The Smelter Complex includes Matte Processing, the new Acid Plant and the SO<sub>2</sub> plant.

Almost 900 people work in the complex.

# Yesterdays todays



## 10 Years Ago

In 1982 the Inco Triangle saluted the many thousands of Inco employees who had been donating blood to the Red Cross for over 25 years.

Although no records were kept prior to 1980, and it was impossible to determine how many employees donated blood at the Red Cross Centre in Sudbury, a total of 3,204 units of blood were collected at plants, mines and office facilities between 1980 and 1982.

"Inco has made a significant contribution to the Sudbury blood program," said Mary Ann Quinlan, director of blood donor recruitment with the Sudbury Branch of the Canadian Red Cross Society.

"The company has been most generous in allowing its employees to donate during company time and, in some cases, even providing refreshments. It is a pleasure dealing with Inco organizers who are doing a great job of promoting and organizing these clinics," she said.

Quinlan thanked all donors for helping ensure free blood was available to all Canadians who needed it.

## 25 Years Ago

Fabulous Expo 67, it was called in the April, 1967 edition of the Inco Triangle — Canada's breath-taking Centennial showpiece to the world.

More than 70 nations contributed buildings and displays, dramatizing the story of Man and his World, the theme of the extravaganza.

"Expo probes, questions, explains and dramatizes man and his works, from birth to death, caveman to spaceman, desert nomad to city suburbanite. Never before have so many skills and techniques been pooled to show what man is, what he does, and where he is going," said the article.

"In this sense Expo is a superb education, without the boredom that is sadly but traditionally associated with learning. Expo will be irresist-

# 'Looking Back'

By Bob Roy

ible. There will be humor, suspense, shock. You will not merely look; you will share. Everything is a challenge to the senses. The architecture alone is a feast to the eyes: cones, spires, cubes, bubbles, domes. You will be led up ramps, through mazes, among reflecting mirrors and flashing lights, along a corridor with glass walls, ceiling and floor. You will venture into outer space and into an enormous human cell," the article continued.

"Expo will dazzle you" . . . and so it did, the most spectacular panorama of pageantry and display Canada has ever produced.

## 40 Years Ago

'Those were the days'. It was the beginning of the fabulous '50s and the roller-coaster ride was going up.

"Record Year for Inco . . .", part of the caption read. Production of ore was at an all-time high, 11,799,320 short tons in 1951, compared with 9,849,024 in 1950. Net sales, net earnings, dividends, capital expenditures and payrolls established new records. The total number of employees was 25,757, including subsidiaries, and wages were the highest in history. Still, everything looked rosy.

On the negative side, company taxes increased by about 75 per cent over 1950, and capital expenditures, mostly directed toward the development of new mines and new milling and smelting facilities, were \$23,737,575, exceeding even the record breaking amalgamation year of 1929 by \$2,239,966.

On the positive side, \$3 million went toward the building of new homes for employees in places like Lively.

A new oxygen flash furnace had been developed, and liquid sulphur dioxide would be produced by Canadian Industries Limited from the rich sulphur-containing gases emitted from it. There was the prospect of producing high grade iron ore on a commercial scale from the iron-rich sulphide minerals of the Sudbury Basin, and even copper was selling well.

Such were the heady days of 1952 — 40 years ago.



## Contract Signed

Canadian Guards Association Local 105, representing approximately 70 Plant Security Officers, and Inco representatives recently signed a new three-year contract. Seen here at the official signing ceremony held at the Copper Cliff Club are Local 105 secretary treasurer Reg Gareau, 2nd Vice President Lionel Rodrigue and 1st Vice President Ken Watts.

## Back to the Classroom

Total Quality Improvement senior advisor Don Campbell takes another group of Inco employees through a TQI training course at the Copper Cliff Club's Oak Room. Over 700 people have been trained so far and Don expects all Inco employees will eventually receive similar training in the next few years. All Inco employees are involved, from people on the shop floor to management.



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