

THREE AIST EVENTS ONE LOCATION



RECAP OF THE 2016 LEADERSHIP CONFERENCE, MAINTENANCE SOLUTIONS — A PRACTICAL TRAINING SEMINAR AND THE AIST WESTERN CONFERENCE

BY AMANDA L. BLYTH

In 2016, the Association for Iron & Steel Technology (AIST) hosted a unique event that joined three AIST functions in one location. Sometimes referred to as the “Triple Header,” the event is anchored by AIST’s annual Leadership Conference and rounded out by two other gatherings, which, this year, were the Western Conference and Maintenance Solutions — A Practical Training Seminar. The rationale behind combining three AIST events in one location is to broaden and diversify member networks for problem-solving, maximize travel efficiency, and reduce costs. The DoubleTree Resort by Hilton Hotel Paradise Valley – Scottsdale in Scottsdale, Ariz., USA, played host to the events on 7–9 November 2016.

The event kicked off on Monday, 7 November with a golf outing at Camelback Golf Course. Forty-three golfers enjoyed a beautiful day on the course, which offers scenic views of the surrounding mountains and desert. The outing, part of the Western Conference, was hosted by the AIST Southern California, San Francisco and Northwest Member Chapters.

While some were out on the course, others participated in the opening of the Maintenance Solutions training seminar, which began with an overview of the lessons ahead. David Aguirre discussed California Steel Industries Inc.’s 2015 Silver Reliability Achievement Award-winning project, “Development of Specialized Tools and Improved Practices for Hot Strip Mill Roughing Spindle Repairs.” Bill Bennett of Steel Dynamics Inc. – Structural and Rail



Division gave his presentation on the 2016 Gold Reliability Achievement Award-winning project, titled “EAF Offgas and Baghouse Systems Upgrade Project.”

A lubrication track was held concurrently during all three days of the Maintenance Solutions conference. Lubrication presentations on Monday were given by representatives from Castrol Industrial N.A. Inc., Fuchs Lubricants Co., DropsA USA and Messinger Bearings — A Kingsbury Brand.

The Maintenance Solutions conference was intended for maintenance, operations and engineering personnel. It provided training for individuals who are in middle management or frontline supervisor positions, as well as maintenance, operational, and reliability personnel.

The day concluded with a welcome reception for attendees of all three events. It was an enjoyable



Ronald Ashburn (left), AIST executive director, thanked Joe Alvarado (center), chairman of the board, president and chief executive officer, CMC, and Andy Harshaw (right), executive vice president operations, ArcelorMittal USA, for sharing their leadership insights with attendees of the Leadership Conference.



Bill Bennett (left) presented Mark Dean (right) with the 2016 Silver Reliability Achievement Award.



Bill Bennett presented the 2016 Bronze Reliability Achievement Award at the Maintenance Solutions conference (left to right): William A. Rinehart, Bennett, William Rinehart and Scott Hitchings.

opportunity for networking, fellowship and catching up with friends and peers.

▶ The following day, the Maintenance Solutions course began with a lively and detailed two-part presentation by Ian McKinnon titled “Installation Acceptance Practices.” Later, the 2016 Silver Reliability Achievement Award was presented to Mark Dean of ArcelorMittal Dofasco Inc. In the lubrication track, presentations focused on hydraulic fluids, fire-resistant fluids and hydraulic piping system commissioning. Attendees of the Maintenance Solutions course also toured the CMC Steel Arizona micro-mill in Mesa, Ariz., USA, in the afternoon.

The Western Conference opened with technical presentations from Nucor Steel Seattle Inc., California Steel Industries Inc., JTEKT North America, SMS group, Red Pointe Roofing and Nalco Water, an Ecolab Company. The 2015 Silver Reliability Achievement Award-winning project was presented by Alex Marquez of California Steel Industries Inc.

The Leadership Conference began Tuesday as well, opening with a presentation by AIST executive



Attendees of the Maintenance Solutions conference toured CMC Steel Arizona's micro-mill in Mesa, Ariz., USA.

director Ronald Ashburn. He provided an update on the global steel economy as well as an overview of AIST's educational programs, publications and services.

Next up was Keith Prather, managing director, Armada Corporate Intelligence. Prather discussed the manufacturing economy and offered some thoughts on how the outcome of the U.S. presidential election could affect the economy and manufacturing.

An "air it out" discussion was held after Prather's presentation, followed by a Leadership Perspectives panel discussion, which featured Joe Alvarado, chairman of the board, president and chief executive officer, Commercial Metals Company, and Andy Harshaw, executive vice president operations, ArcelorMittal USA. Alvarado and Harshaw each discussed their respective career paths and reflected on high points along the way. Moderated by Ron Ashburn, the two executives shared their insights on the state of the steel industry and how to overcome the challenges facing the industry today. Among those challenges is "China, China and China," as Harshaw put it. He expanded upon that, stating that globalization is really the issue, emphasizing the critical need for a level playing field across borders. The key to the industry's survival? Flexibility, Harshaw said.

Another challenge facing the industry, according to Harshaw and Alvarado, is the talent gap. Recruiting young people and retaining them is a critical need. The problem is, according to Harshaw, "not an ArcelorMittal problem, not a U. S. Steel problem, not a CMC problem — it's an industry problem."

In reviewing his career path, Alvarado noted his unique experiences acquired from both integrated

and mini-mill work environments, and his objective to deploy the best attributes to further strengthen CMC.

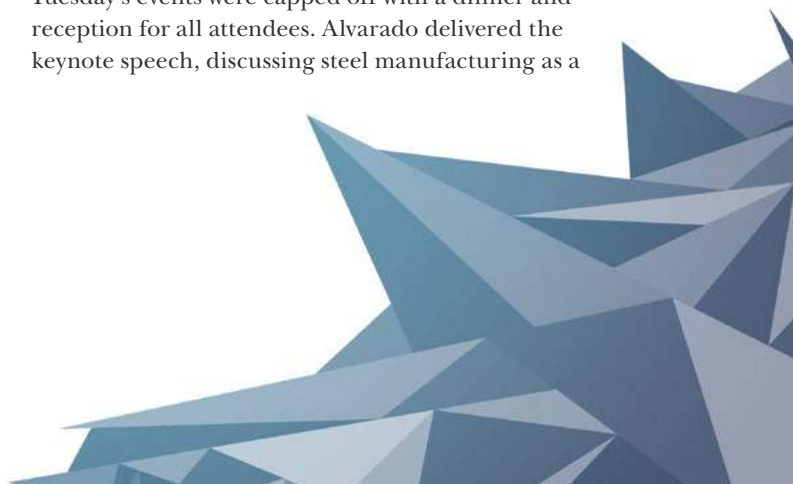
The panelists fielded questions from the audience concerning the effects of globalization and, as leaders, empowering others to make decisions.

The Leadership Conference wrapped up its Tuesday sessions with a presentation by Vincent Russo titled "Leading in an Engineering and Technical Environment." Russo presented organizational development concepts, a framework for leadership and what it means to be a "splendid" leader.

"Throughout my career, the steel industry has been slow to push people's envelopes. We need to do more of this, and at a faster pace."

— Andy Harshaw

Tuesday's events were capped off with a dinner and reception for all attendees. Alvarado delivered the keynote speech, discussing steel manufacturing as a



global (and local) business. He stressed the need for innovative ideas that lower costs and improve quality as well as the need for unwavering commitments to safety.

“There’s a recurring theme here — the need to take on change, accept change and adjust accordingly.”

— Joe Alvarado

During the dinner, the 2016 T.C. Graham Prize was presented to Christopher Tuan of the University of Nebraska-Lincoln. Refer to pages 44–52 of this issue to learn more about this year’s T.C. Graham Prize, the selection process and Tuan’s winning proposal. Also during the dinner, Ashburn recognized Wendell Carter for his years of service to the AIST executive committee, as well as his current service as AIST president.

▶ The events on Wednesday kicked off with a plant tour of CMC Steel Arizona for attendees of the Western Conference. The micro-mill utilizes a continuous-continuous casting and rolling process in which molten steel is cast into a billet and rolled into a finished in a single uninterrupted strand.

Meanwhile, at the Maintenance Solutions conference, representatives from ArcelorMittal Cleveland Flat Carbon accepted the 2016 Bronze Reliability Achievement Award. William Rinehart then discussed the project. Attendees of both tracks sat in for Randy Heisler’s presentation, “Learning Is a Process,” after which the Maintenance Conference concluded its programming with an Ask the Experts roundtable discussion.

The Leadership Conference’s Wednesday sessions began with a discussion by John Hopkins of Inspirit Growth. Hopkins discussed Predict-Ability Leadership and Self-Coached Leadership. Prior to the conference, attendees were asked to complete



Richard Bastar IV (left), AIST Southern California Member Chapter chair, thanked Joe Alvarado (right) for his keynote presentation during the Tuesday night dinner.



AIST president Wendell Carter accepted a US\$50,000 donation to the AIST Foundation from Commercial Metals Company (left to right): Steve Henderson, Carter and Joe Alvarado.



Ron Ashburn (right), AIST executive director, presented Wendell Carter (left), AIST president, with a framed cover of the June 2016 issue of Iron & Steel Technology, the issue which features an interview with Carter at the beginning of his term as AIST president.

a five-minute survey that would tell them their Predictive Index. The Predictive Index is a unique assessment tool that can help those in leadership positions determine their leadership style. Hopkins discussed the components of the assessment and demonstrated how attendees can leverage this knowledge for hiring and interacting with employees, while improving the alignment of “the right people for the right jobs.”

In the afternoon, Stacy Varmecky, general manager — membership and marketing for AIST led a session in which attendees discussed opportunities for the association to leverage innovative learning techniques in order to repackage and distribute content, thereby bolstering the current professional development offerings provided by AIST. The

addition of innovative learning could provide AIST the ability to add more training tools for members across different generations and those that work shifts, as well as limit any barriers to access training regardless of a member’s geographic location. AIST will take the feedback received from the Leadership Conference group and continue discussions with different market segments in order to



Bill Bennett (left) presented Andy Sarai (right) with a plaque of appreciation for hosting tours of CMC Steel Arizona for attendees of the Maintenance Solutions conference and Western Conference.

determine the appropriate tactics to propose for implementation.

AIST would like to thank the attendees of the Leadership Conference, Maintenance Solutions — A Practical Training Seminar and the Western Conference; the sponsors of the event, Rexnord, Falk PLI, Baltimore Aircoil Co., Melter, Thermo Fisher, EMPCO, Ace World Companies, Butech Bliss, Enprotech Industrial Technologies, InfoSight Corp., Integrated Mill Systems, Koyo Bearings, NGC Gears (America) and Red Pointe Roofing; and those who gave presentations. ◆