



# LIFE MEMBER

## J. NORMAN LOCKINGTON

**J. Norman Lockington** retired in 2006 as vice president — technology from Dofasco Inc., Hamilton, Ont., Canada. He had joined the integrated steel company in 1973 as an occupational hygienist. His role expanded to include safety, environment, energy and utilities. In 1993, Lockington was appointed vice president — technology. He held this position until his retirement.

*Lockington has published papers on environmental health and technology management. He has been chair of the International Iron and Steel Institute (IISI) Committee on Technology in Brussels, Belgium; chair of the IISI Committee on Environment; president of the Association of Iron and Steel Engineers (AISE) in Pittsburgh, Pa.; and chair of AUTO21, Canada's Automotive Research Centre of Excellence. In 2011, he was recognized by Ian Christmas, director general of the World Steel Association, as "the most influential person in placing sustainable development at the heart of the agenda for the world steel industry."*

*Lockington graduated from the University of Waterloo in 1973 and obtained an M.B.A. from McMaster University in 1977. He was honored by his alma mater in 1994 with the Alumni Achievement Medal from Waterloo Engineering.*

*When he was asked by Iron & Steel Technology to talk about his career and his involvement with AIST, he wrote the following letter.*

"My involvement with AISE and AIST is part of a lifelong commitment to learning, to development and to collaboration.

"I graduated in 1973 from the University of Waterloo with majors in metallurgical and biomedical engineering. My first five years at Dofasco were spent as an industrial hygienist in the Medical Department. I got to spend time doing tough jobs in every department, from ironmaking to the foundry, to help the medical director better understand health risks. From this, I developed a career-long empathy for the people on the shop floor.

"I also realized that I needed to join AISE and AISI to better understand the steelmaking processes. My involvement with AISE began in the local chapter and at the annual conference. Dofasco sponsored our employees who wished to become AISE members. It has been an outstanding investment for all.

"I added an M.B.A. part-time in 1977. My career as part of Dofasco's Works Management expanded to include corporate responsibility for health and safety, environment, energy



management and utilities. In 1993, I became vice president for technology, with additional responsibility for information systems and process automation, research, manufacturing and maintenance technology, engineering, quality, metallurgy and business development. This included about 1,000 technology employees, but above all, I was now responsible for their development.

“It was part of the Dofasco culture (“Our Product Is Steel, Our Strength Is People”) that we each strove to be the best that we could be in our jobs. This meant outreach and the need to take a global view. To be the best, you need to know what others are doing well and learn from them — in Canada, in the U.S., in Europe, in Asia and beyond. This meant joining professional organizations — such as the Iron & Steel Society (ISS) and AISE (now combined into AIST), the American Iron and Steel Institute (AISI), IISI (now the World Steel Association) and others. Collaboration was key. Knowledge and skills were exchanged, and many lifelong friendships were made. Better ways of working together were brought home.

“I became president of AISE in 2001 with generous support from the AISE members, staff and Larry Maloney, the executive director at the time. Because of my involvement in AISI and my role as chair of the IISI Environment and Technology committees during the 1990s, I worked to bring a more international focus to AISE. That’s when we began discussions with ISS to merge the two organizations into AIST. The year 2001 was also challenging because 9/11 preceded the annual conference in Cleveland by only 11 days. Despite some suggestions that we cancel, we decided to keep to the plan to prove our resolve even when threatened. We are thankful that we did.

“I retired in 2006 and have many fond memories of AISE. I am especially proud to see young people from ArcelorMittal Dofasco and other steel organizations continuing to see AIST as a foundation of their personal growth, not only technically but also in leadership roles. They are making a wise and valuable choice. A key to personal career growth is developing world-class technical and relationship skills. AIST offers an excellent way to do this.

“I thank my family for their support during my terms of office, and I thank AIST for the opportunities I was provided.” ♦

1. *Asia/North American business immersion exchange in Kyoto, Japan, in 1996.*
2. *Meeting of world steel leaders in Taipei in 1998.*
3. *Steel benchmarking in Eastern Europe: Prague, 1999.*
4. *The cover of AISE Steel Technology upon Mr. Lockington’s installation as AISE president, January 2001.*
5. *With Jim Walsh and Larry Maloney at the opening ceremony of the 2001 AISE Conference in Cleveland. AISE received letters from the Cleveland mayor and Ohio governor thanking them for not canceling the event.*
6. *Mr. Lockington served as chair of a meeting of world steel technology leaders in Italy in 2001.*

