

Comprehensive information relative to each phase of production must be current and available at all times.

## CONTROLS

**H**AVING each part coming from various production departments absolutely in accordance with specifications, and having the right amount of the correct material where it is needed, and coordinating the specialized efforts making up the productive whole, are the operations of the Inspection and Production Control Departments—the administrative end of production.

It is only human to err occasionally but any deviation from specifications or quality that can conceivably reflect in the performance of the finished product must be caught and remedied. A staff of inspectors is on patrol whose duty is to observe at all times, raw material, machine output, or human effort, and when necessary, take corrective action. Safeguarding the Lindeman reputation for quality is the function of the inspector.

However, all this is not enough. A positive programing of human and machine effort to

keep all production elements in balance is necessary. A knowledge of the detail of manufacturing each product and the ability to determine the proper scheduling of items is essential. The material needed for assembling an implement, whether it is purchased to specifications from others or procured in a raw or semi-finished state, must be in hand or available. The lack of a single bearing may stop the assembly line.

But in spite of the ramifications of this coordinating job that are within the organization and are controlled, an even greater issue constantly arises which almost impossibly taxes the ingenuity of production administration. The plant to-day is a good one and ably manned, but the demand for Lindeman specialized farm equipment has become so persistent that present production facilities are hardly extensive enough to cope with this demanding situation.



The controller, cost accountant, and office manager plan administrative procedure.

## ADMINISTRATION

SO OFTEN administrative control of an enterprise lags when continued and rapid production increases are realized. This was especially true during the war years when the emphasis was on production and still greater production. But the Company recognized this tendency. Plans were then made for providing a flexible and efficient administrative procedure to assure positive control over production activities when that production program was geared to meet the ever-increasing demand for Lindeman specialized farm equipment.

The lack of availability of competent personnel during the war years retarded the execution of this plan, but now the admin-

istrative staff is complemented with specially trained men with advanced concepts of accounting and administrative procedures.

The management is provided data on labor, materials, production, costs, departmental activities, sales and other integral factors exactly when it is needed. With this flow of current and accurate information comprehensive operational planning is realized, survey and analytical work is conserved, production limitations are known, the human element of labor is appreciated, costs are accurately forecast, sales volume is indicated and the intricate job of doing business under the various governmental controls is made possible.

# PERSONNEL

**T**HE MAINTENANCE of high employee morale is a business fundamental seriously recognized by the Company as essential. The realization of this fundamental is a specialized function in the administration of the Company. All activities affecting the employer-employee relationship are correlated under one department headed by a highly trained man.

By carefully combing the labor market and using great selectivity when any person regardless of classification is recruited for the current organization or is added to the backlog of applicants, a trend towards strong employee group is realized.

The training of veterans for specialized work is another project for employee benefit encouraged by the Company. Working with the Veterans Administration, proper tools and texts are purchased for those in training who receive comprehensive instruction from men skilled in the various fields. At present nearly half a hundred boys are participating in the Apprenticeship and Specialty Training Programs.

The Merit Rating Plan is a proposition instituted by the Company that is enthusiastically endorsed by the employee and definitely encourages productive effort. By established formula a person is judged each month by his supervisor on eight elements theoretically necessary for ideal performance. This grade, which is available to the person in question, is discussed by a management committee who in turn uses this information when awarding increases in pay or promotion.

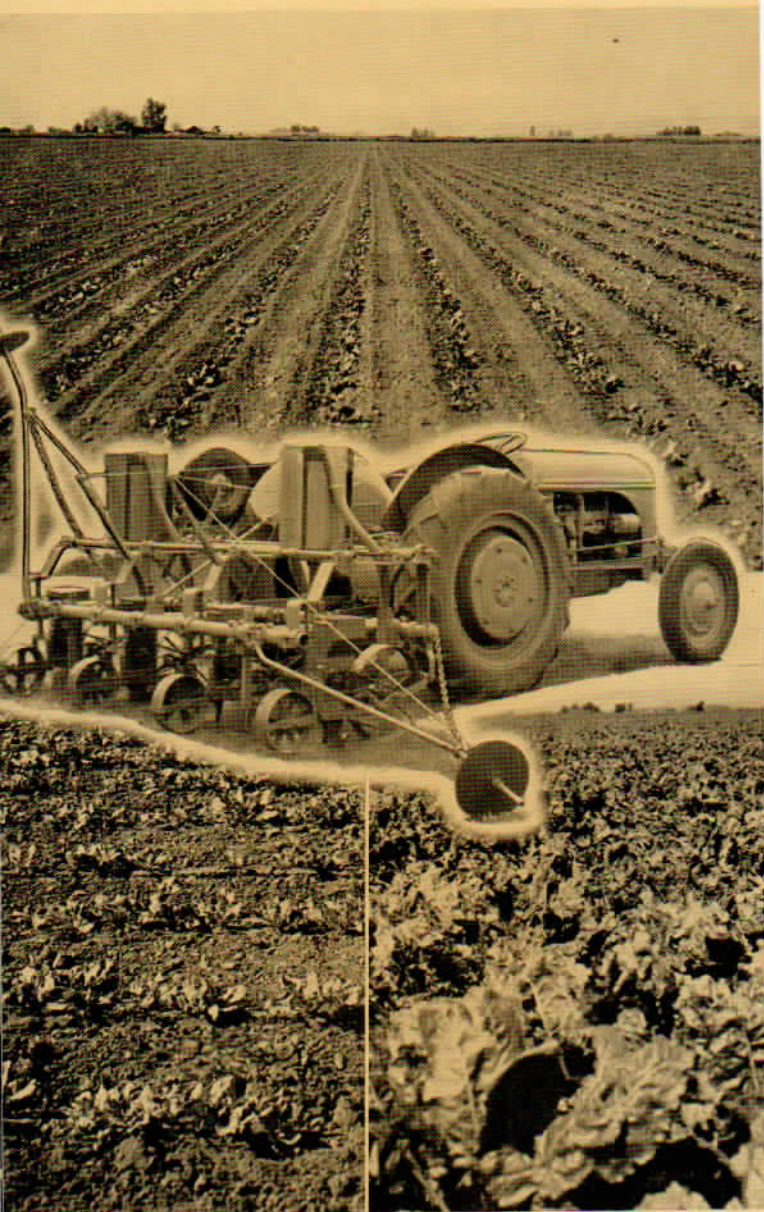
The Lindeman Gun Club with over 100 members, hunting and fishing contests, the baseball team, basketball and bowling squads and social functions are organized and promoted for the recreational pursuits of the employee.

These activities and the basically sound personnel policies of the Company tend to develop loyalty, personal interest in work responsibility, friendliness towards the management and a cooperative spirit that makes productive the group discussions wherein employee-management problems are considered and settled.



## SALES and ADVERTISING

Upper — A healthy stand of sugar beets one day after thinning.  
Inset — The Lindeman Planrol Beet Planter with a Ford-Ferguson Tractor.



Lower Left — A beet field before thinning showing a strong stand with minimum of bunched plants.

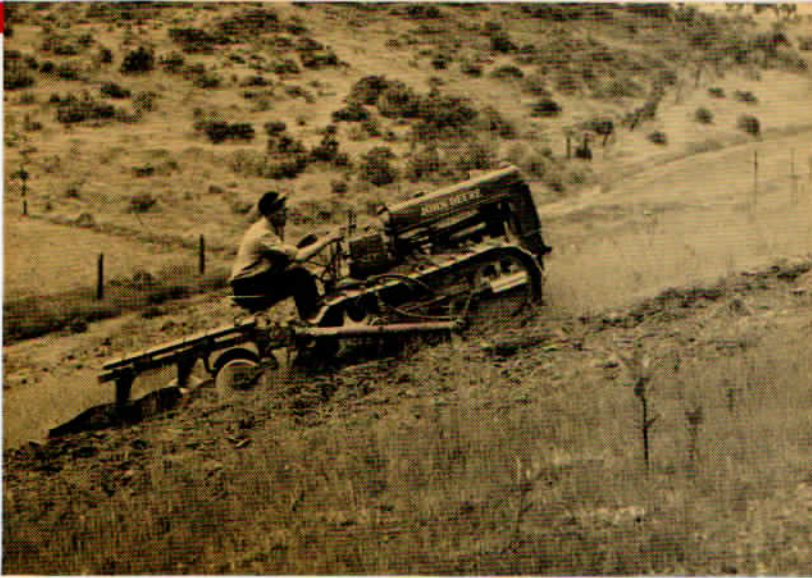
Lower Right — The same field two months later.

THE TREND of advertising has not been toward the publicising of new products or the opening of new markets, but rather its purpose is to cement friendly dealer and customer relationship and to favorably establish further the Lindeman name in the field of specialized farm equipment. However, the policy of advertising is flexible and the Company is geared to divert advertising force into other avenues when developments indicate that such a course would be beneficial.

At present a large portion of the Company's products, which are implements especially designed for tractor units of other manufacturers, are distributed through the dealers of such manufacturers as John Deere Plow Co., Caterpillar Tractor Co., and Harry Ferguson, Inc.

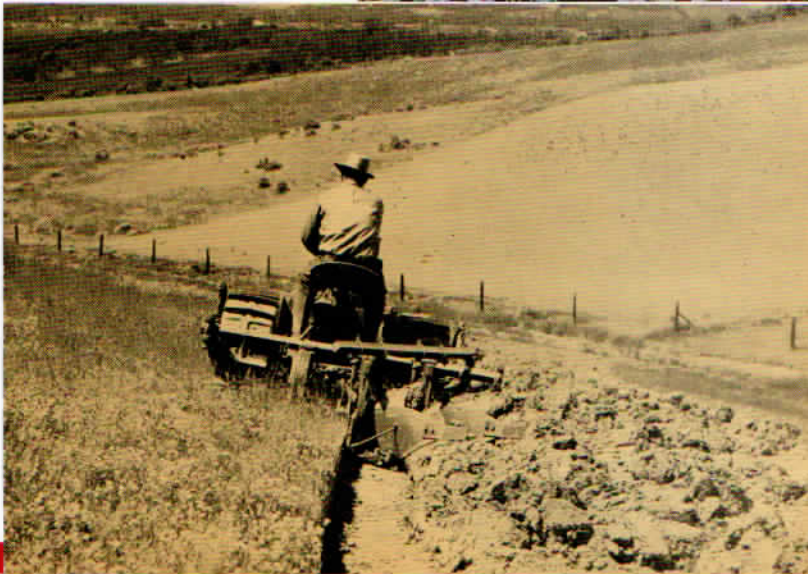
The position of the Company, regarding the demand for its products, is highly favorable. A substantial backlog of firm orders assures a present market for the entire output of the plant, and using the inflow of new business as a reason for the conclusion, this strong trend should continue.

In addition to the encouraging aspects of the current market two other factors tend to make an analysis of the future most optimistic. First, several new Lindeman items are designed, tooled, and tested, and are ready for the market as soon as they can be scheduled for production. Inquiry from the field about them and comments from those versed in the farm equipment market are indicative of a most gratifying user acceptance when these new products are available. Second, the Company is strategically located in relation to the great Columbia Basin and Rosa Irrigation projects under which many new thousands of acres of fine land will be placed in cultivation. The very nature of Lindeman specialized farm equipment particularly adapts it to assisting in the development of this area.



Lots of traction is needed here.

Difficult contour plowing is easily done with the Lindeman-John Deere Crawler Tractor mounted with the Lindeman Hydraulic Tool Bar and 2-bottom gang plow.



Wide, clean furrows are made with this gang plow.

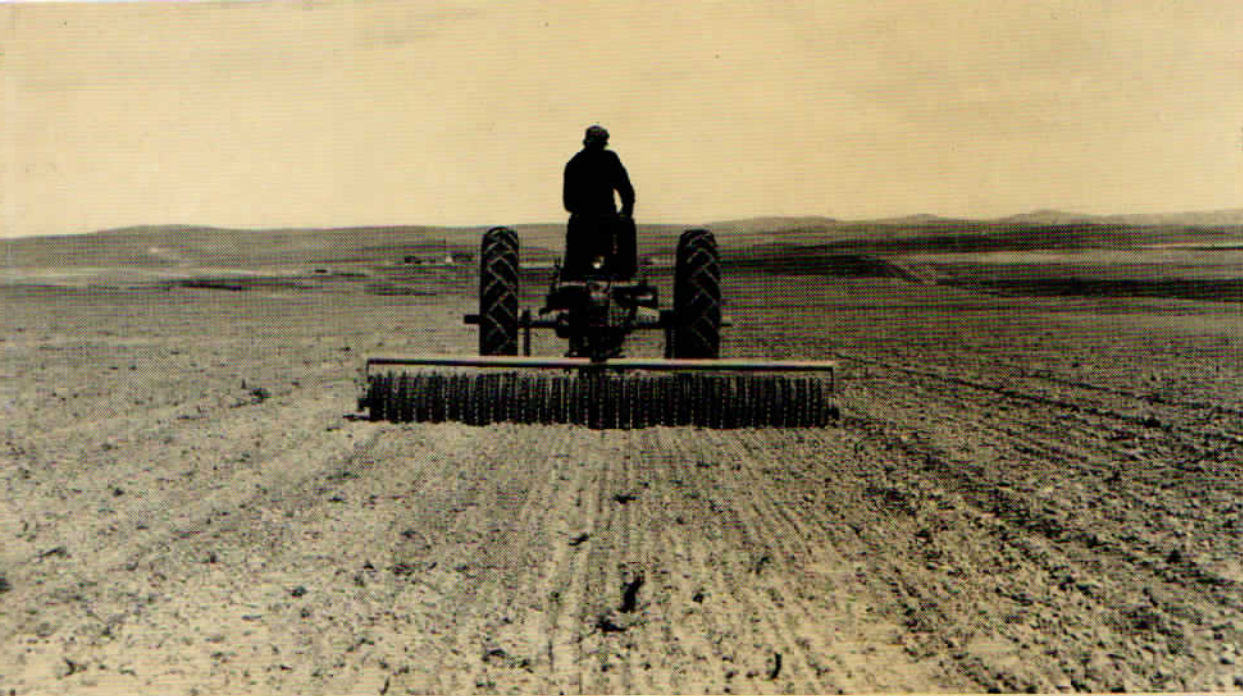
This flexible twin-wheel mobile Sprayer, an early Lindeman development, was a great labor saver in hilly orchards and filled a definite need. Even today many of them are still in use.



The Lindeman Extension Disc Harrow was one of the early Lindeman products to help the farmer.

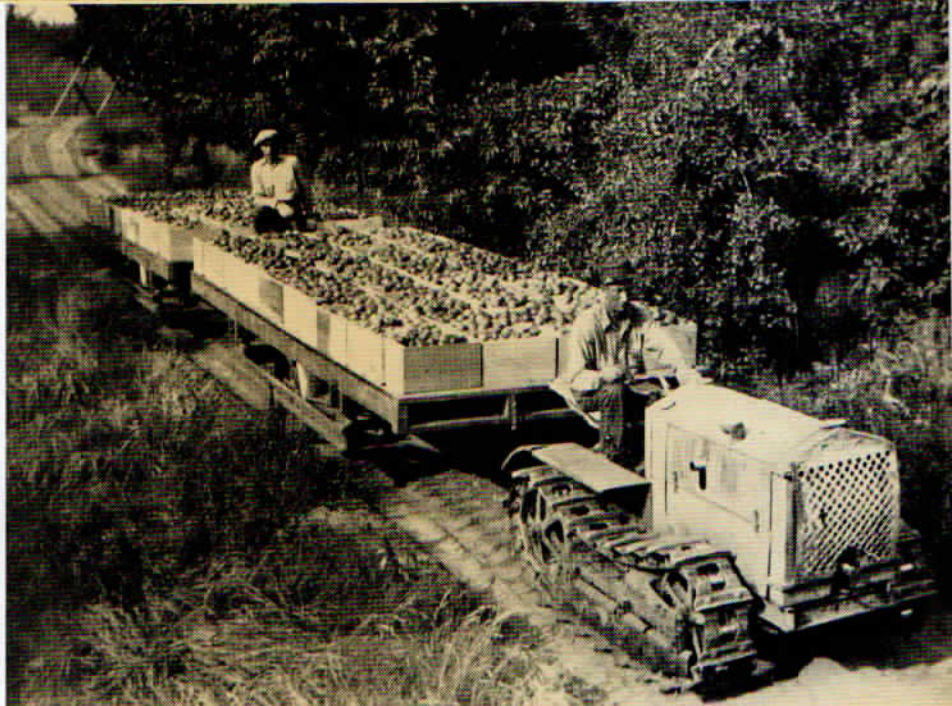


With simple, quick adjustments the Lindeman Extension Disc Harrow could be adapted for close, confining work in vineyards and orchards or for disc harrowing in open fields. One equipment unit could accomplish the work of several less flexible implements.



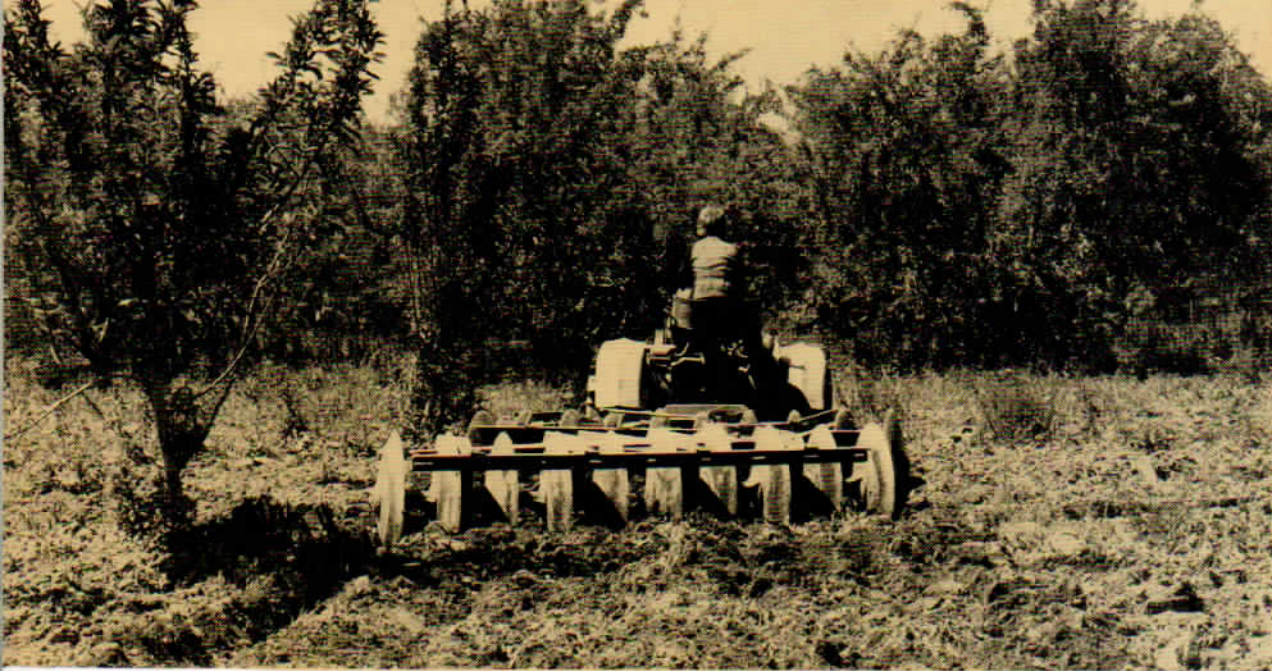
This Land Roller, available in various sizes and roller arrangements, is currently recognized as an essential implement for proper tillage of heavy land.

Large loading area, easy lifting height, and maneuverability made these Lindeman Twin-wheel Harvest Trailers highly productive orchard equipment.



This Subsoiler which can not seriously damage pipe lines or roots was effective when used to curtail soil erosion and when preparing the seed bed in light soil.





The Lindeman Offset Disc Harrow was a Lindeman development of 20 years ago. Today it is still found to be particularly suited for work in orchards.

Cultivation close to trees without damaging limb, bark or roots is accomplished with the Offset Disc Harrow.



The Offset Disc Harrow with the Lindeman-John Deere Crawler Tractor makes a most maneuverable equipment unit.



This Combination Disc Harrow, in current production, is designed for the Ford-Ferguson Tractor and may be used as a tandem, offset, or reverse tandem disc harrow.



This mixture of clover and morning glory is no problem for the Combination Disc Harrow in the reverse tandem position.

End-of-row turns are smoothly made, when the disc harrow is raised with the Ferguson Hydraulic System on the tractor.





**Upper left:**  
The Lindeman Hydraulic Tool Bar for the Caterpillar Model D2 or D4 Tractor can be used in either a forward or rear position.



**Lower left:**  
With simple adjustments this Lindeman-John Deere Crawler Tractor with Lindeman Hydraulic Tool Bar and blade can be made into an effective angle dozer.



**Upper right:**  
When speed counted in Navy construction the Lindeman Tractor Crane was there to help.



**Lower right:**  
With the Lindeman Depth Shoe attached to the blade, smooth farm access roads are quickly made.

Digging, cleaning, sorting and grading potatoes are done in one field operation with this Lindeman Potato Harvester.



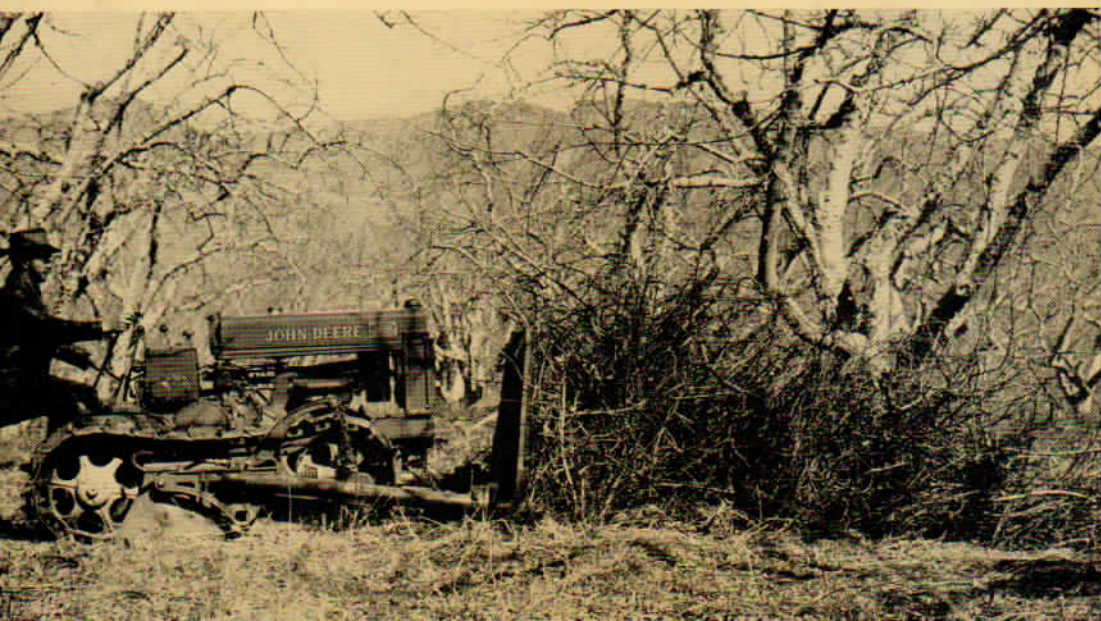
Either beets or beet tops are cleanly loaded with the Lindeman Beet Loader, diverting many man hours to other tasks during the busy harvest season.



The Lindeman 2-way Plow for the Ford-Ferguson Tractor is especially adapted for complete plowing in confining areas.



The Lindeman Brush Buck Rake mounted on the Ford-Ferguson Tractor gathers the limbs in the orchard and carries them to the brush pile where they are burned.



Orchards are cleanly cleared with the Brush Buck Rake mounted on a Lindeman-John Deere Crawler Tractor with the Hydraulic Tool Bar.

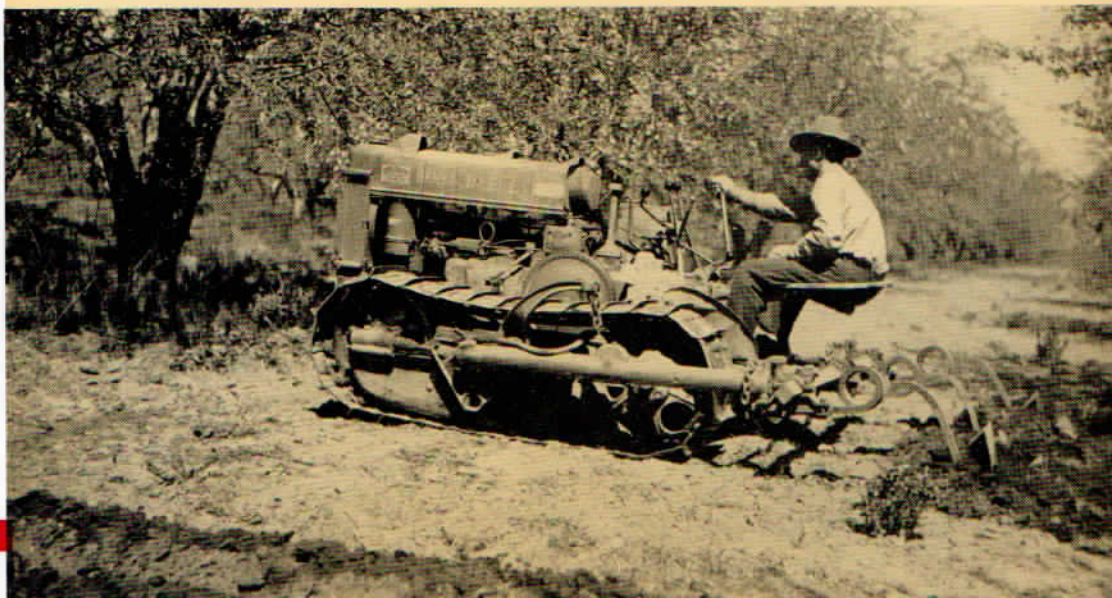
The Lindeman Plantrul Transplanter transplanting tomatoes in California. Many thousands of plants such as tobacco, onions, celery, watermelons or any other plant requiring transplanting can be correctly handled in a single day with this machine.



Sod, limbs, and surface roots are taken in stride by this Lindeman Disc Ditcher, which is a variation of the Combination Disc Harrow.



Ditching in hard ground with the Lindeman Hydraulic Tool Bar mounted on the tractor.





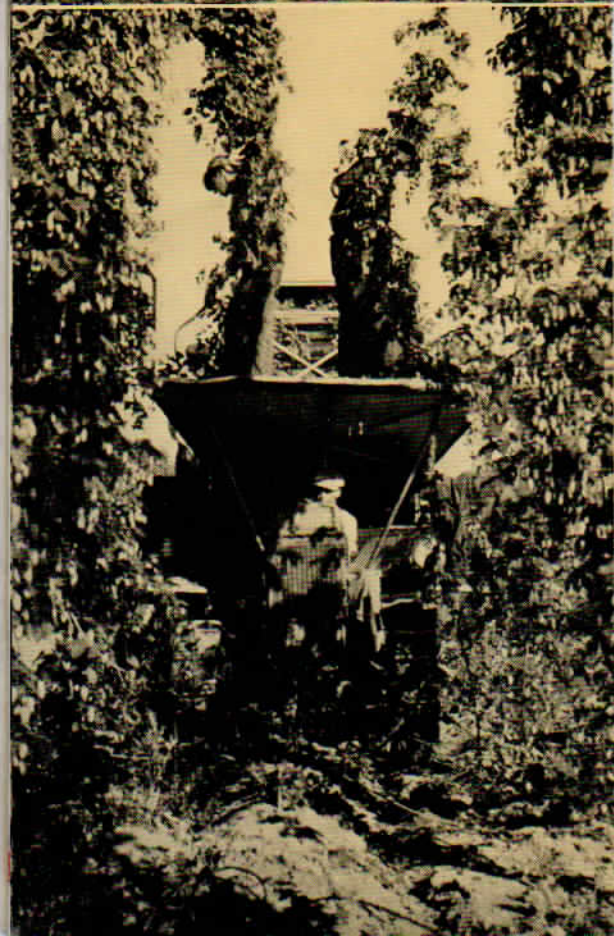
Thys Portable Hop Pickers in operation.

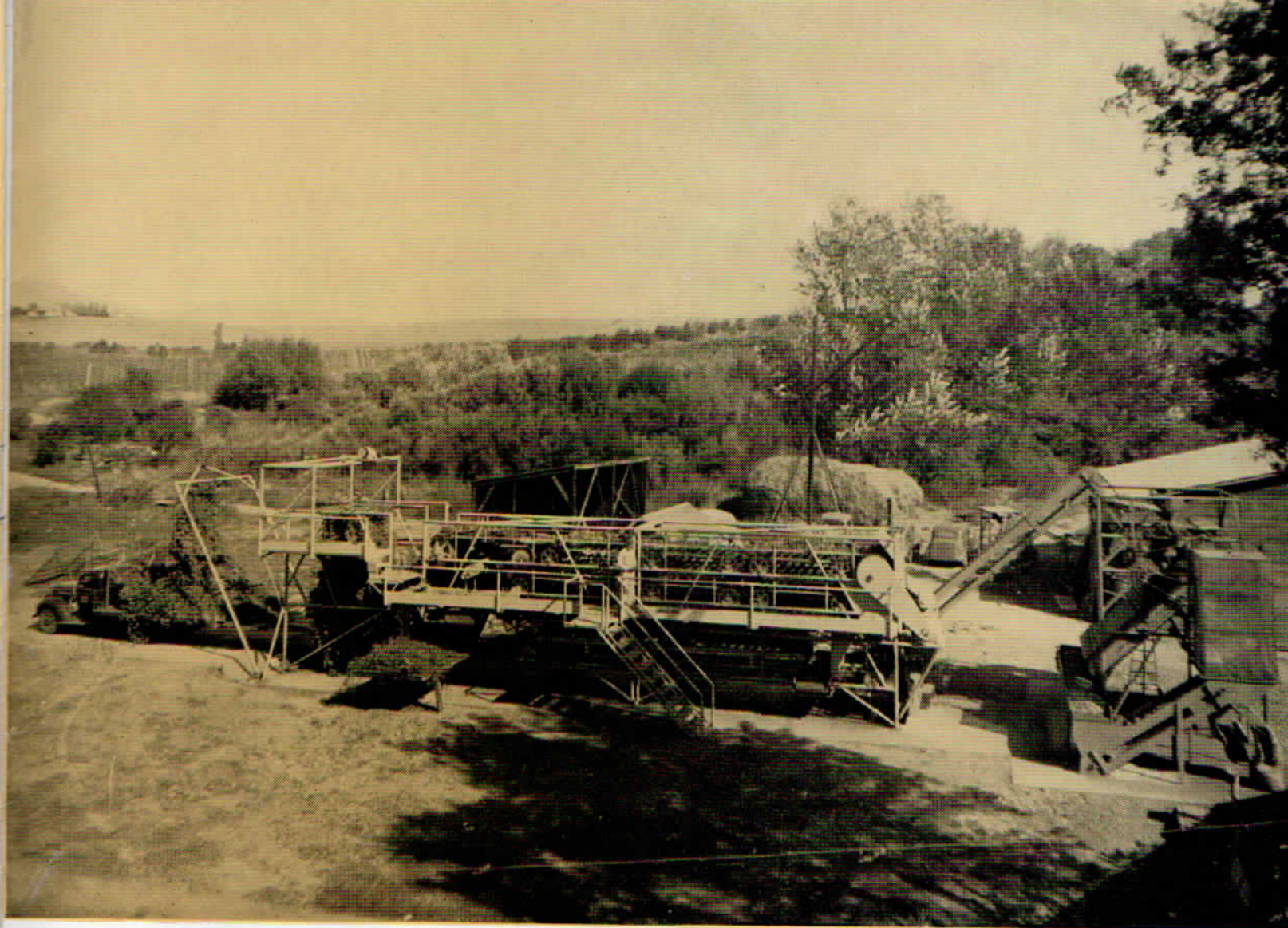
## THYS HOP PICKER

The Thys Portable Hop Picker, originated by Mr. Edward Thys of California and which is manufactured by the Lindeman Power Equipment Company, brings to the hop growing industry a most amazing machine.

With a crew of eight men it accomplishes the work of fifty experienced pickers and assures complete harvesting of a cleaner crop than if picked by hand unless the hand pickers are highly skilled and closely supervised. The lack of dependence by the grower on transient labor is a factor greatly appreciated by users of the mechanical hop picker.

The saving realized during one harvest, in many cases, will more than pay the cost of the machine.





**The Stationary Hop Harvester is ideal for cooperative enterprises.**

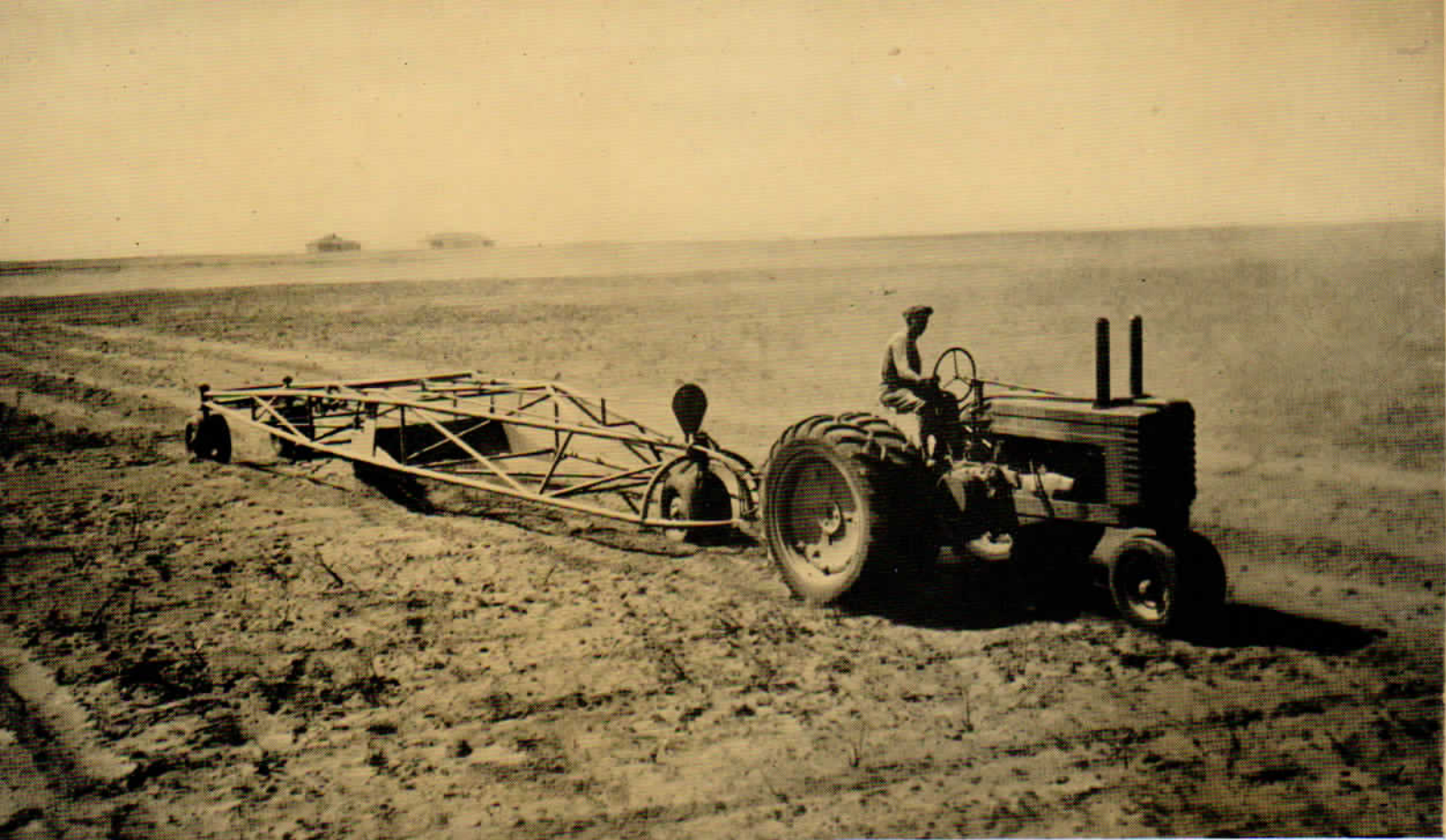
An independent development by Lindeman is the Stationary Hop Harvester which has several times the capacity of the portable machine. It is particularly desirable for growers with very large acreages and lends itself to cooperative enterprises of several farmers whose independent acreages are not sufficient to justify the purchase of a portable picker.

This machine is installed on permanent foundations close to the kiln and the hop vines are hauled to it from the various fields. After the hops are cleanly picked from the vines they are taken by conveyor belt directly to the kiln.

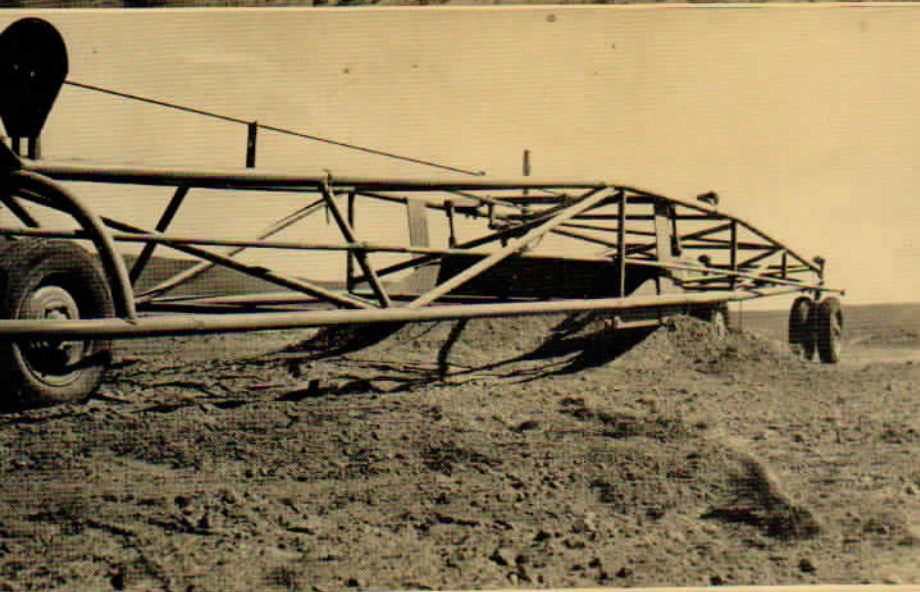
**Center — A battery of Portable Hop Pickers ready for the start of the season.**

**Bottom — Another group of portable pickers is delivered.**





The Lindeman Hydraulic Control Land Shaper at work on the new Rosa irrigation project.



## LAND SHAPER

Especially designed for the preparation of new land for cultivation in irrigated areas, the Lindeman Hydraulic Control Land Shaper will be a widely used implement when developing the tremendous acreages in such areas as the Columbia Basin and Rosa irrigation projects.

Definite requests by farmers for a machine to do this essential reclaiming work resulted in the creation of this unit of farm equipment.

Center—The Land Shaper mounted with side wings for finishing work.

Bottom — Front and rear steering control allow great maneuverability.





## *The Farmer*

*The king may rule o'er land and sea,  
The lord may live right royally,  
The soldier ride in pomp and pride,  
The sailor roam o'er the ocean wide;  
But this or that, whate'er befall,  
The farmer, he must feed them all.*

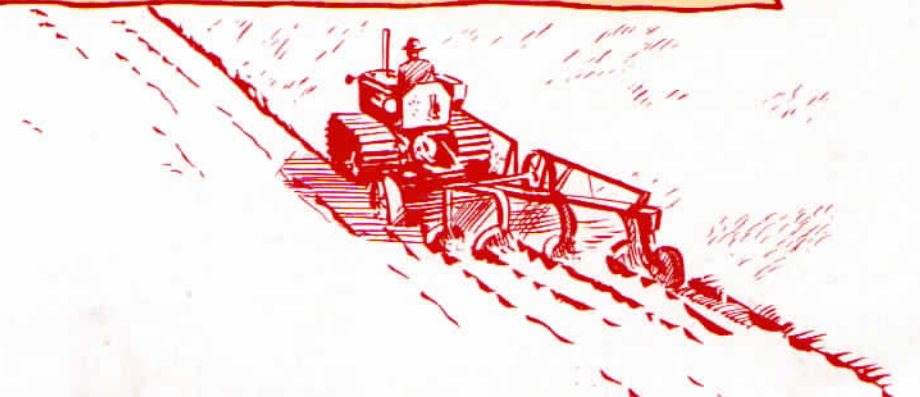
*The writer thinks, the poet sings,  
The craftsman fashions wondrous things,  
The doctor heals, the lawyer pleads,  
The miner follows the precious leads;  
But this or that, whate'er befall,  
The farmer, he must feed them all.*

*The merchant, he may buy and sell,  
The teacher do his duty well,  
And men may toil through busy days  
Or men may stroll through pleasant ways;  
From king to beggar, whate'er befall,  
The farmer, he must feed them all.*

*The farmer's trade is one of worth,  
He's partner with the sky and earth,  
He's partner with the sun and rain,  
And no man loses for his gain;  
And men may rise and men may fall  
But the farmer, he must feed them all.*

*God bless the man who sows the wheat,  
Who finds us milk and fruit and meat;  
May his purse be heavy, his heart be light,  
His cattle and corn and all go right;  
God bless the seeds his hands let fall,  
For the farmer, he must feed us all.*

— Washington Farmer.



**LINDEMAN**  
POWER EQUIPMENT COMPANY