Remember When...

Photo Issue

from
The JAGwire Management Team
We hope you enjoy this walk down memory lane
Pictures galore!!!
Old-timers, New-timers and Past-timers 😊
Pics of Meetings Past & Meetings Present
Meetings Future Yet to Be
Wishing You All, a Healthy, Happy and Prosperous New Year

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“A Strong Grip on Performance with Uncompromising Quality”
From the President – Jeff Bishop

The AWRF’s Fall General Meeting in Orlando, Florida just ended and it was a success, once again. We had two days of great speakers which gave our members much to take home. The Omni Championsgate was a beautiful property and they worked with us to make the meeting successful.

Michael Rothermund handed over the reigns of the AWRF to me at the banquet. He gave an overview of his term showing that we made many big changes during his tenure. The Insurance and Legal Committee started a process which will hopefully lead us to an Association wide health care proposal. The HSE Committee gathered the statistics and presented Safety Awards to the eligible members. The committee is gaining statistics each year which helps them understand our needs. The HSE Manual was completed and presented to the membership in a DVD. The Membership Committee did a great job sustaining membership through a down economy. The Technical and Testing Committee brought forth another Recommended Practices and Guidelines for Chain Slings and updated the Test Bed procedures.

I plan to continue with these efforts. The Insurance and Legal Committee will bring the health care proposal to the membership at the Spring General Meeting. The HSE Committee will be changed to the QHSE Committee. QHSE is an acronym for Quality, Health, Safety and Environmental. The addition of Quality will further enhance our membership’s abilities to market themselves. A plan is currently being worked on and the committee will review it and understand how to implement the program. We are still looking for members to take on the Health and Environmental sub-committees. The Membership Committee will continue the work of explaining why a company should be a member. Testing and Technical will start work on a new RP&G and bring forward topics and speakers for the general meetings. The Scholarship Committee will develop a method of ranking submittals in a more efficient way and will give the submittal a quantifiable number. The Communications Committee is moving forward with better methods of bringing our information to the membership. With technology and information exchange moving so rapidly, the Association must keep up; we have people in place that will keep us moving forward. I ask that each member contribute to the Association with time or statistics. We are all volunteers looking to make our industry better and safer. Your help will be greatly appreciated.

The AWRF has made huge changes during my time on the Board which began in 2001. We will continue with the progress and look at more ways to enhance our memberships. If you know of any company which will enhance our Association, please let us know and we will forward information to them.

Jeff Bishop
THE FIRST MEETINGS 1975-1979

When thirteen delegates from nine companies met at the Broadwater Beach Motel, Biloxi, Mississippi for the purpose of organizing our association on December 13, 1975, it was possible for all attendees to appear in one photograph as can be seen in the copy above donated by Al Rubin. At follow-up meetings in Palm Springs CA April 8, 1976, and Houston TX July 16, 1976, the process of inducting new members steadily enlarged the group. Thereafter, two general meetings were held each year:

October 16, 1976, Sea Pines Plantation, Hilton Head SC
May 13-14, 1977, Sheraton Hotel & CC, French Lick IN
September 23-24, 1977, Host Airport Hotel, Houston TX
February 24-25, 1978, Union Plaza Hotel, Las Vegas NV
October 5-7, 1978, Williams Plaza Hotel, Tulsa OK
March 20 - April 1, 1979, The Doral, Miami Beach FL

In the beginning, only wire rope sling fabricators were expected to be members, but chain and web slings soon were added. Manufacturers of these materials and the fittings producers became the Associates and Sponsors which added to the growth of the new association. The first banquets were casual affairs like the barbecue at Manchester Sling at Houston TX (1977) hosted by Paul Clendenin and Larry Fisher.
LEADERSHIP 1975-1993


Several different men served as counsel prior to 1979 when J. Barry Epperson became permanent attorney for the association. Bob Meffert, a U.S. Steel employee, was hired as staff executive in 1979. Bob and his wife Mary planned all meetings until he retired in 1986. Bob’s successor Pat Hall and her husband were initially scheduled to step in, but due to her very unfortunate death, Don Sapp, a PPG employee, and his wife Carlene, have continued to manage the association (1986).
Our Fall 1979 Meeting in Portland was convened by our late President Al Kopec. Participants attended sessions at the Sheraton Hotel. The main feature was a tour of the ENCO plant. The Membership Committee announced a goal to achieve 125 members by the time of our Spring meeting the following year.
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Payroll expense is like a character in a cheap horror movie—it’s frightening and just when it seems to have been vanquished, it turns up in a sequel. Well, just like in the movies, payroll expense is back. This time the sequel is due to sales challenges associated with the recession. Sales have disappeared a lot faster than reductions in payroll expense can be made.

This report will examine the impact that payroll expense is having on industry profit performance and how that performance can be brought back in line with desired payroll levels. It will do that by addressing two key issues:

- **Assessing the Payroll Challenge**—An explanation of the most effective way to evaluate payroll productivity.
- **The Economics of Payroll Control**—An examination of the alternative approaches available to management to lower payroll expenses.

### Assessing the Payroll Challenge

There are numerous ways to evaluate payroll, including sales per employee, payroll as a percent of sales, or payroll per employee. However, none of these ratios provides as complete an examination of the firm’s ability to control payroll as the Personnel Productivity Ratio (PPR).

The PPR, which is reported each year in the PROFIT Report sponsored by AWRF, expresses total payroll expense as a percentage of the gross margin dollars generated by the firm. Total payroll expenses include all employee compensation and all fringe benefits. The ratio is not intuitive, so it is useful to start with a look at some of the key financial results for the typical AWRF member:

- **Net Sales**: $7,000,000.
- **Gross Margin**: $2,310,000, or 33.0% of sales.
- **Payroll**: $1,136,520, or 16.2% of sales.
- **PPR**: 49.2% ($1,136,520 of payroll divided by $2,310,000 of gross margin).

The PPR is one of the rare ratios where lower is better than higher. For AWRF members, the ratio means that every $1.00 of gross margin generated requires a payroll expenditure of 49.2 cents. This means that after paying all payroll expenses, there is only 50.8 cents left to cover all of the firm’s other expenses and generate a profit for the firm.

The strength of the PPR is that it reflects the overall impact of three different profit pressure points—sales, payroll itself and gross margin. However, this advantage is also something of a disadvantage. Sometimes it is difficult to determine which of the three different pressure points should be addressed:

- **Sales Volume**—If additional sales can be generated with the same gross margin percentage and the same dollar commitment to payroll, then the PPR will fall.
- **Payroll Costs**—Any cut in payroll that does not result in a reduction in sales will clearly lower the PPR.
- **Gross Margin**—If the firm increases its gross margin percentage on the same sales volume, the PPR will also fall.

In most instances, management uses a blend of actions to bring down the PPR. What is most important to remember is that any group of actions that lowers the PPR will simultaneously generate higher profits for the firm.

### The Economics of Payroll Control

**Exhibit 1** examines the financial impact of the three major options to improve the PPR identified above. Exhibit 1 presents information for the typical AWRF member—the firm producing mid-point performance on sales, gross margin, PPR and bottom-line profit. While every firm is somewhat unique, the figures in Exhibit 1 reflect how profit results will change as the PPR is lowered.

The first column of numbers simply reviews the typical firm’s performance. The firm generates $7,000,000 in sales which produces $455,000 in profit before taxes, or 6.5% of sales.

The next three columns examine what would be required to reduce the PPR by exactly 2.0 percentage points if the three actions were taken individually—either increasing sales, lowering payroll or improving the gross margin percentage. The 2.0 figure is merely illustrative.
Some firms can lower the PPR more in a single year while others have less potential for improvement. However, two points is a reasonable goal for most firms.

The second column of numbers indicates that if sales rise by 4.2% (actually 4.237% for the purist reader), then the PPR will be reduced by exactly 2.0 percentage points. The ultimate implication of a sales-based approach to lowering the PPR is that profit will increase to $552,881, or 7.6% of sales.

The sales-based strategy is dependent upon two very crucial assumptions. First, the gross margin percentage must be maintained at 33.0% of sales. This means that price cutting cannot drive the sales increase. Second, payroll expense remains at the same dollar level, namely $1,136,520. The implication of this is that as sales recover, the first 4.2% of sales increase must go to improving performance, not to providing compensation increases to employees, regardless of how deserving they may be.

The third column of numbers examines the reduction in payroll expense that would be necessary to lower the PPR in light of no increase in sales volume. The required reduction is 4.1%, just slightly smaller than the 4.2% increase in sales required to achieve the same reduction in the PPR. Despite producing the same reduction in the PPR, the increase in profit is smaller with expense reductions than with sales increases. The resulting profit is only $501,200 or 7.16 of sales. It is still a significant increase.

Finally, if the gross margin percentage can be improved by 1.4 percentage points (increasing from 33.0% to 34.4%), then the PPR will also fall by the same 2.0 points during the year. This approach produces the same exact amount of gross margin dollars and the same amount of profit as the sales increase approach. For the sake of simplicity, the example assumes the margin is increased via improved buying. A price increase model would have produced almost virtually the same financial result.

Each of the three approaches has its own challenges. Regardless of which approach is selected, it is clear that a 2.0 percentage point reduction in the PPR increases profits significantly. It is a reasonable starting point for planning.

Moving Forward

Economic conditions have caused payroll expense to once again come to the fore as a significant issue. Given continued uncertainty in the economy, firms need to take a multi-faceted approach to controlling payroll. The PPR is the best tool available to evaluate the success of those actions.

A Managerial Sidebar:

Three Quickies for Lowering the PPR

For the most part lowering the PPR involves time-phased, long-term commitment to a number of initiatives. However, there are a few things that can be done quickly. The following represents but three examples:

- **Sales Volume**—Probably the fastest way to increase sales, especially in a down market, is to generate more lines on every order. Only a very small change is required to generate higher sales without any increase in payroll expense (other than commissions). The sales force is probably tired of hearing the plea to put more lines on every order, but it is a plea worth making again.

- **Payroll Expense**—Most firms provide a wide array of extremely valuable services that their customers relish. They also provide a few services that customers don’t ever use or view as having almost no value. The quickest way to lower payroll expenses is to stop doing the things that have limited or no value to customers.

- **Gross Margin**—Virtually every firm routinely under-prices slow moving merchandise. Yet, there is an incredible value added for customers by having inventory of slow-selling items available when they are needed. That value added is worth a slightly higher price.
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Forced Center Pull
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Swivel Eyebolt™ style has full swivel and pivot action. Patented tamper-resistant design is great for permanent mounting applications. 500 to 4,000 lb. capacities. Available in inch, metric and stainless steel. U.S. Patent 5,749,576.

Side Swivel™ Economical design for OEM applications. Full swivel and pivot action. 650 to 4,100 lb. capacities. U.S. Patent 6,443,514.

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VIRGINIA BEACH - John Henry Holland Jr., 87, beloved father, grandfather, and Great-grandfather, went home to the Lord Oct. 1, 2009. He was born in Norfolk to the late John Henry and Lottie Turner Holland. He was predeceased by his loving wife of 63 years, Mary Jane Batchelder Holland, whom he met when he was just 15 years old and she was 13.

They were inseparable until World War II temporarily drove them apart. John spent 3 1/2 years fighting for his country, most of that time as a night machine gunner in North Africa. He was also an Air Force veteran of the Korean War, stationed in Delaware as a second lieutenant. After his service career, John took over as president of J. Henry Holland Corporation and led it to an incredible success. He had a long life filled with love, joy, and commitment. He was a loving father and wonderful provider.

In his spare time, John loved water and snow skiing, and he was an avid marlin fisherman. Between John and his son Jack, they caught more than 800 marlin in their lifetime. After his retirement, he became involved in tennis, usually beating people half his age. It's with a sense of irony then, that he should pass as the result of a stroke suffered on the tennis court. It was during the second set, and as was often the case in John's life, he was winning.

John is survived by his two children, Barbara Ann Holland Stephens, and Jack, Holland; son-in-law, Clyde D. Stephens and daughter-in-law, Anita Holland; grandchildren, Robert Stephens, Christopher Stephens, Jonathan Holland, Alana Holland; and great-grandchildren, Cassidy Stephens and Carissa Stephens. He will be greatly missed.
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2010

January 15-16  A.W.R.F. Board of Directors Meeting
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January 17-21  ASME B30
               San Diego, California

February 18-19  AWRF Technical Committee
                Phoenix, Arizona

April 11-14    PLE Bellevue (Seattle), Washington

October 24-27  General Meeting
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It is with heavy hearts and deepest regrets we announce the passing of

Ahmad (AJ) Jaffarbhoy

Born March 24th, 1930
Departed November 1st, 2009

A native of Iran, Ahmad joined the U.S. Embassy in Tehran, Iran in July of 1948. Ahmad was very proud of working his way from an entry level employee position all the way to the United State’s Senior Political Advisor where he acted as liaison between the US Embassy and the senior leadership of the Iranian government.

Ahmad’s career of over 25 years in the wire rope Industry was with Coordinated Wire Rope & Rigging, Wilmington, California. In 1980 he was promoted to General Manager and then later to Vice President. AJ retired in 2003 but came back to work for Coordinated full time in 2008.

Ahmad is survived by his wife of over 50 years as well as a son and two daughters. A kind and gentle man, AJ was one of the most popular characters in the rigging industry. His honesty, integrity and love for the business will be his living legacy for a long, long time.
KANSAS CITY, MISSOURI
SEPTEMBER 19-23, 1982

We toured the Armco-Union steel mill and their wire rope factory during our Fall 1982 meeting. Most of the topics in our meeting were wire rope related, including a resin socketing presentation by John Dodd. Our site was Crown Center Hotel where Bernie Martin, our President, led sessions attended by 313 delegates!!
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LAKE BUENA VISTA
MARCH 20-24, 1983

President Bernie Martin convened the Spring 1983 meeting at Dutch Resort near Disney World. The newly-formed Technical Committee was introduced. Presentations on block reeving, rated sling capacities, and time management were featured. Membership Committee Chairman John Sakach presented awards to winners in the successfully completed 1982 membership drive.
NEW ORLEANS LOUISIANA OCTOBER 9-12, 1983

Our Fall 1983 meeting was convened in the "Crescent City" at the Fairmont Hotel by President John Gibbons. We were exposed to education about Sales Training, Financial Considerations, Insurance and the History of Wire Rope, while the Spouses toured plantations along the river. We made a visit to "Archie's Place" by bus. Felician Council, the "Ambassador Of Arredano" taught us to speak " Cajun". A Racquetball tourney was added to the Tennis event but the Golfers had to contend with inclement weather.
ST. PETERSBURG BEACH  FLORIDA
April 10-14, 1988  Don CeSar Resort Hotel
Our Executive Secretary Bob Muffett retired after the Spring meeting of 1988. A storm blew in, spoiling perfect weather at the beach. President John Henry Holland had to improvise when the banquet speaker was a “no show.”
Our Spring 1989 Meeting in Dallas was convened by President Tony Mazzella, with an emphasis on the problems of a family business. The main speaker was Dr. Donald Junovic, of Family Business Management Services Inc.
TWO MEETINGS IN CANADA
During the second presidency of David Bishop, the association decided to hold a meeting in Canada for the first time. The site chosen was the Chestnut Park Hotel in Toronto, Ontario, which as it turned out proved to be much too small for the gathering September 24-27, 1989. 333 people attended, the largest group up to that time! Luckily we booked the incredible C-N Tower for our opening reception, and we traveled by bus to the fabulous Casa Loma mansion for our banquet.

Two years later, September 29 - October 2, 1991, President Pat Obari convened a meeting at the beautiful Four Seasons Hotel in Vancouver, British Columbia. The weather was crisp and fair and the city was friendly and thoroughly enjoyable!
HILTON HEAD ISLAND
April 28 - May 1, 1991
15th Anniversary Party

We returned to the Westin Resort on Hilton Head to honor our Nine Charter Members. President Pat Obert also introduced each of the association’s Past Presidents who told us about events of their day.
President Gary O’Rourke convened a meeting that broke all records, with over 500 delegates attending from 160 member companies. The “Pecan PIE” table-top exhibition featured 61 booths displaying products & other services provided by members. The association membership attained a new level of 259 firms.
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