<table>
<thead>
<tr>
<th>Issue 129</th>
<th>Spring 2011</th>
</tr>
</thead>
</table>

**INSIDE**

- A Sticky Note
- From the President 3
- A.W.R.F CALENDAR 3
- The Government Affairs Committee 5-8
- The Use Of A Non-Rotating Rope For The Miracle Rescue In Chile 11, 13, 65
- QHSE Corner
- Safety Video and DVD Rental Library 16-17
- 20/20 Vision for 2020-AWRF Membership Survey 2010 21, 23
- In Memory of EVELYN MAE GALE 25
- Slingmax® Announces New Training Company 29
- General Meeting Hawaii Photos 34-35
- Healthcare Reform 40-41
- General Meeting and P.I.E. 44
- TEAMWORK IS THE KEY TO SUCCESS At Cableworks, Inc. 47, 63
- BLP, recipient of the Crane & Rigging Support – Silver award 53
- Profit Improvement Report 55, 57
- Greetings from the Tournament Committee! 57
- Unitex Group USA update 65
- Loos&Company Announces the Loosco Stretch Calculator iPhone/iPad App 66
- Ad Index 66

**Servers**

- LARGEST IN LENGTH cable stayed bridge of the world, located at Patras city in Greece. Also called Rion-Antrion bridge.
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- Wire rope sizes available: 5/8” -1 1/4”, 14 mm- 32 mm
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Dear Members,

The Board of Directors met in Jan. to review the AWRF operating budget for 2011. After much discussion, a budget was approved. Although we are still experiencing a tough economy, our association is financially stable. Some highlights:

The AWRF is still able to offer four (4) scholarships, but is having to dip into the principal balances as the low interest rates are not generating enough income. Please consider donating to this fund. The site selection committee met in Asheville during October and is currently reviewing sixteen (16) potential sites across the country for future conferences. The QHSE and Testing committees continue to offer information that all members of AWRF can use to help run their prospective companies. As we progress into 2011, be sure to contact our Chief Executive Jeff Gilbert and his JAGwire Management team for any questions.

Bruce Yoder
President
The Carpenter Group
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THE GOVERNMENT AFFAIRS COMMITTEE

OSHA Swager Guarding

The AWRF Swager Safety Guide Remains a Viable Alternative to Barrier Guarding

In a meeting with Occupational Safety and Health Administration engineers on March 8th, at the Department of Labor in Washington, D.C., the Government Affairs Committee (GAC) of AWRF was advised that OSHA has removed from its legislative agenda its initiative to include swaging machines with power presses under a common classification, thus requiring barrier guarding. This means that the AWRF position that the AWRF Swager Safety Guide is an adequate substitute for barrier guarding at the point of operation remains a viable argument during OSHA inspections. The OSHA decision to abandon the initiative to include swagers with power presses marks the second major success for the GAC in Washington, D.C., following the publication of a new official guidance protocol for sling safety.

Of course strict compliance with the AWRF Swager Safety Guide is a must. AWRF members should be aware of a recent fatality in British Columbia, Canada involving the improper use of a swaging machine by an untrained worker. A press release by the provincial Workers’ Compensation Board follows:

“A worker was using a 600-ton hydraulic swaging press to swage sleeves onto a wire rope sling. The eye in each end of the sling is formed by splicing the wire rope and placing a steel sleeve over the splice. The sleeve is then placed between two dies within the press to compress the sleeve onto the spliced area. As the worker operated the press, the die assemblies were forcibly ejected out of the press. The worker was fatally injured when struck by these assemblies.

A WorkSafeBC investigation found that the worker had no training or experience on the press. It also established that the dies and die adaptor plates were not properly aligned within the press or secured from moving out of alignment before the worker activated the foot control to close the press. The press had also been set to allow far more pressure than required for the particular swaging job.”

The press release further enumerates safe work practices including the following:

Establish and enforce written safe work procedures for using swaging presses. Include the following:

- Use the press with the proper pressure setting.
- Do not exceed the working load limit for the particular dies.
- Ensure that the dies and die adaptor plates are properly aligned and secured.

The British Columbia accident appears to have been the result of “the perfect storm” in which everything possible went wrong. Rigging employers who institute and adopt the AWRF Swager Safety Guide would, of course, avoid the many errors involved in the British Columbia accident.

OSHA Noise Control Program

The most recent OSHA noise control project has also been scrapped by the U.S. Department of Labor. The initial proposal would have forced employers to implement “all feasible controls” to abate noise in the workplace, regardless of cost. OSHA apparently came to the realization that such a subjective standard would be impossible to enforce with any degree of fairness. Accordingly, the current noise control system remains in effect. The failed proposal was published in the Federal Register, Vol. 75, No. 201 on October 19, 2010. The announcement of its abandonment was furnished by the U.S. Chamber of Commerce Coalition for Workforce Safety.

Coalition for Workplace Safety

The AWRF GAC continues its participation in the Washington based Coalition for Workplace Safety. The overregulation frenzy in Washington, D.C. has brought about a much needed new focus on unreasonable workplace standards by private sector employers. Many government agencies seem to have run amok under the current administration, causing the entire public/private system to lose its balance. The Coalition supports a comprehensive reexamination of the proliferation of recently promulgated regulations without Congressional oversight or transparency.

CDAC

The new OSHA Crane & Derrick standard became effective on November 8, 2010. Inevitably, there are references throughout to lifting and rigging practices and equipment. This document may be reviewed on the OSHA website, www. OSHA.gov, under the section on regulations.
North American Industrial Code

The GAC of AWRF has submitted periodic proposals to the U.S. Department of Commerce, Bureau of Census, seeking the assignment of a single integrated designation under the North American Industrial Code (the “NAIC”) for the lifting, rigging and load securement industry. The NAIC proposes to numerically codify North American products for the purpose of providing valuable statistical information to manufacturers. The Association’s most recent position paper was prepared by the AWRF General Counsel and submitted on March 22, 2010 to the U.S. Office of Management and Budget. Currently, the following products are classified under code sections 332618:

- Rope, wire, made from purchased wire
- Slings, lifting, made from purchased wire
- Fabrics, woven wire, made from purchased wire
- Mesh made from purchased wire

The problem is one of exclusivity. Too many unrelated products bear the same NAIC designation. Inasmuch as the NAIC drafters have branded literally every product made from purchased wire with code number 332618, of what value is the collection of statistical data to anyone? For example, diamond cloths, key rings and paper clips are also identified as 332618 products. Until such time as the manufacturers and fabricators of lifting, rigging and local securement products are recognized by the Department of Commerce as one separate integrated industry, no meaningful statistical information will be available from the U.S. Government.

Regulatory and Statistical Value

The private sector demands very little from the government agencies it finances through tax dollars. But they do demand that reasonable cost/benefit analysis and real science be the overriding considerations in the promulgation of standards, rules and regulations. Real science means accurate expert analysis – not anecdotal evidence. Insofar as government statistics are concerned, surely little benefit can be attached to numbers relating to the sum total of all products made from wire, except perhaps the wire manufacturing industry. We hope the new NAIC, scheduled for completion in 2012, will narrow its approach to include more meaningful data. If it reflects only cosmetic changes, we shall continue to demonstrate the reasons for change.

Small Business Symposium

On May 23 through 25, 2011, the U.S. Chamber of Commerce Small Business Summit took place in Washington, D.C. The annual AWRF Briefing was held concurrently. The Small Business Council, into which AWRF was recently inducted, met on May 23rd.

Social Media

A recent Canadian case involving slander and libel of an employer on the internet by two disgruntled union employees was decided in favor of the employer. The defamatory remarks were made on the company’s social media network. According to reports, the use of electronic media for social purposes has “created an opportunity for a new cyber-underground.” Emerging criminal gangs are “spear-phishing” social networks to invade company business conversations. The chief targets are intellectual property such as trade secrets as well as product planning. A common practice is to wedge into a system and stay for about a year, monitoring the internet traffic until enough information is secured to get an edge in the market place.

Certification

A Tennessee case involving an alleged agreement among the members of a medical trade association to deny accreditation to one of the three calibration laboratories in the U.S. underscores the dangers of association credentialing. Voting members claimed they were pressured to vote against accrediting the plaintiff company who successfully sued the association under the antitrust theory of group boycotting. This part of the Sherman Antitrust Act should be familiar to all association leaders because it is the same law that prohibits arbitrary denial of membership in non-profit trade consortiums.

Logo Policy

In March, legal counsel for AWRF sent a cease and desist letter to a company in Malaysia (SunHeavylift) which was using one of the AWRF logos on its website and, according to reports, in other advertising literature as well.

Tort Law

A recent U.S. Supreme Court case held a company liable for failing to disclose certain side effects of its products. This is a pharmaceutical case involving the product, Zicam which caused many of its users to lose their sense of smell. There is a good general parallel to failure to warn of the unintended consequences of any product.

A failure to warn case was dismissed by the California Appeals Court in April on the basis that the plaintiff was as “sophisticated user.” Here, a special effects company in the film industry planned to use a simulated stinger missile in one of the production’s battle scenes. The operator had his pyrotechnics license and was experienced in the trade but failed to connect the shoulder launcher to the steel barrel properly. There was an explosion in the tube which broke away from the...
shoulder launcher striking the operator in the face. The Court held that sophisticated users need not be warned about dangers which they should be aware of. The plaintiff contended that while he was licensed pyrotechnical operator, the instructions about attaching the shoulder stock were excessively vague. This argument failed to persuade the Court to deflect 100% of the liability to the manufacturer of the assembly.

Another tort litigation matter deals with an independent contractor. In this case a factory operator hired an independent contractor to detach a machine part weighing about 1.5 tons. The equipment used, which belonged to the factory, included two pallet jacks and a bearing trolley. Part of the machine fell as it was being reinstalled and crushed the legs of one of the contractor’s workers. The Court held both the factory and contractor liable for failing to correct an unstable platform which the Court said was the responsibility of both, because each had the knowledge and ability to provide a safe infrastructure for the job. The contractor argued to no avail that since the equipment was owned by the factory, they alone had the responsibility of safety.

**Mike Gelsky’s Mock Trial**

*Congratulations to Mike Gelsky for his production of Accident at Stormfield Place: Going to Trial, performed by the AWRF Players at the Association’s thirty-fifth anniversary celebration on the island of Oahu, Hawaii, U.S.A. on April 4, 2011.*

The mock trial portrays a somewhat typical (and in this case, realistic) scenario which resulted in the accidental death of a non-English speaking worker when an improperly secured load of laminated beams fell on him as he stood directly under the ascending load. In the ensuing lawsuit the grieving widow and her destitute dependants, victims all, sued the sling manufacturer and job contractor for failure to warn against standing under the load and failure to warn in Spanish, the plaintiff’s native and only language. As the facts played out, the ladies and gentlemen of the audience, who served as the jury, were able to form an appreciation for the nuances and vagaries of juxtaposing the elements of advocacy and emotion against the uncontroverted realities of the disaster. The make-believe courtroom became a stage where the high drama of persuasion and sentiment pitted expert witnesses against one another, each reciting opposing theories of causation and culpability. As is often the case, each witness possessed enviable academic and engineering credentials and each claimed real science as the basis for his conclusion notwithstanding its incompatibility with the findings of his opponent. Inevitably, at the end of the day the attribution of liability to the affluent and insured defendants seemed, to many, the obvious recipe for justice.
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1. Introduction

Although ropes for mining and lifting applications are well known and state of the art, the rescue of the workers with a capsule in that particular case offered some special requirements. The challenges were first that the rope had to be rotation free in the true sense of the word, so that the capsule could not rotate during the rescue process. Secondly the rope had to be resistant against abrasion, as the bore itself had a bend, where the rope got in contact with the rock. Third the rope had to offer perfect spooling behavior, as of course multi layer spooling was needed.

2. The drum

The winch system (figure 1) was built by the Austrian company “…STU-Stettin” (was in operation in Chile and moved to Copiap—). Normally this winch is used as a double-winch but was joined together for this application and the surface of the drum was covered with wooden boards. It was a winch with a performance of 6 tons and a maximum spooling speed of 4m/sec. The diameter of the drum was 1600 mm and the width was 1750 mm.

Although a grooved drum would be recommended for multi-layer-spooling in order to ensure a defined rope position over all lays, there weren’t any grooves at this particular winch as this winch is usually used under different conditions with different rope-diameters. However as multi layer spooling was required, some issues had to be taken into account.

Further the bore hole was not straight. This circumstance generated severe rope – rock contact. Highest abrasion resistance of the rope was required to work properly under these conditions.

The winch was a 6 tons winch with a maximum speed of 4m/sec. The rope diameter was 24mm. The lifting height was almost 700m. So there were a lot of layers on the drum. Perfect multi layer spooling behavior in combination with a smooth jump from layer to layer to reduce the shock in the capsule was an additional requirement.

Very small sheaves were used at some special positions. D/d ratios lower than 15 forced the rope additionally concerning the resistance against bird caging.

Abstract

The amazing rescue of the 33 workers from the San Jose mine in Chile has finally been brought to a successful end. During their ascent in the rescue capsule, the lives of the trapped miners depended on a special rotation resistant, compacted wire rope.

Time was a major problem for all rescue activities. Therefore the drilling procedure was done without lining the bore hole.

The used rope was a 1,000 meter long non-rotating strand compacted type with a polymer covered steel core (EVOLUTION TK 16). Because of the non covered bore hole, rotation resistance was absolutely necessary to minimize rotation of the capsule during the rescue.

Further the bore hole was not straight. This circumstance generated severe rope – rock contact. Highest abrasion resistance of the rope was required to work properly under these conditions.

The winch was a 6 tons winch with a maximum speed of 4m/sec. The rope diameter was 24mm. The lifting height was almost 700m. So there were a lot of layers on the drum. Perfect multi layer spooling behavior in combination with a smooth jump from layer to layer to reduce the shock in the capsule was an additional requirement.

Very small sheaves were used at some special positions. D/d ratios lower than 15 forced the rope additionally concerning the resistance against bird caging.

Typical problems during spooling are e.g. the following 1):
- Irregular spooling
- Creation of gaps
- cutting in
- Rope climbs up the flange These problems are influenced by:
  - Tolerance range of the actual rope diameter
  - Number of outer strands / rope construction
  - Type of rope lay (ordinary / langs lay)
  - Rope resistance against radial deformation
  - Line pull
  - Drum geometry (Pitch, Width, etc.)
  - Fleet angle
  - Number of turns per layer
  - Number of layers
  - Line speed

As in that case it was a plain drum, it had to be ensured that the gap between the flange and the rope is not greater than 0.5 times the rope diameter as otherwise the rope would be cutting into the layer located underneath.
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Based on our experience, plain drums should have a relation between width and actual rope diameter which is a whole number, in order to ensure proper cross over points from one layer to the next. In this particular case, the rope was 24mm in nominal diameter and with an actual diameter of 24,65mm (+2,7% above nominal). The drum had a width of 1750 mm which led exactly to 71 turns per layer. As this important aspect was fully covered, the rope provided perfect spooling conditions.

For multi layer spooling in general, it is recommended to use a compacted rope because of the smoother surface and also to use a langs lay rope for higher crush resistance and better flexibility. Nevertheless in this case a regular lay rope was used, because of aspects in regard to its rotational properties. These aspects are explained later.

The drum had a diameter of 1600 mm which resulted in a D/d ratio of 67. This promises a longer lifetime of the rope, as it was proven, that a higher D/d ratio increases the lifetime significantly, in this case by more than 2. ²)

4. The bore

The bore had a width of 66 cm and a length of 700 m. The bore itself was not completely straight, but showed a bend. The upper part of the shaft was stabilized with a steel casing in order to avoid that the shaft collapses.

Due to the bend it was unavoidable that the rope scratches the rocks. Therefore some test lifts have been conducted in order to prove, that the system works properly. The rope was checked after each end every lift and even after 40 lifts the rope didn’t show abrasion.

This abrasion resistance was achieved by fully compacting the rope in combination with thick outer wires. During the production process the wires were compressed at a very narrow tolerance and therefore this results in a very round shaped surface.

According to ISO 4309 the inspection should comprehend the number of broken wires, the actual rope diameter, internal and external corrosion, deformations etc.

5. The capsule

The used rescue capsule called “FENIX 2” was built by the Chilean Navy and was based on the so called “Dahlbuschbombe” which was developed in 1955. It had a diameter of 53 cm, the weight was calculated with 600 kg. In addition with the weight of the rope of 2.96 kg/m the total load was roughly 3 tons. The rope has a Minimum Breaking Force of 535 kN therefore the safety factor was more than 16 and high enough.

The connection of rope and capsule was done with a wedge type socket.

For the rope it was necessary to have as less rotation as possible so that the capsule does not rotate during the lifting operation over 700 m. The lift per person lasted roughly 15 minutes, a total cycle per person around 1 hour at the beginning and 25 minutes per lift for the last people.

Usually a rope can be called rotation-free, if it shows over a length of L=1000*d and a load of S/d•=0 till 150N/mm• a rotation not more than 360°.

The rotation resistance is achieved by having a different moment for the inner strands and the outer strands by stranding the inner and outer layer in opposite directions (figure 3).

In theory, if a non-rotating rope would be used which fulfills the minimum requirement, every 24m the capsule would be allowed to rotate 360° on a length of 1000 x d, which at the end gives approx 30 complete turns over the whole length.

Figure 3: counteracting torques in the cross section of a rotation resistant rope

3. The system

The whole system (figure 2) was made according to the German requirements for mine hoist equipment TAS (“Technische Anforderungen an Schacht- und Schröglfördranlagen”). At the opening of the shaft a small pulley was applied in order to avoid rope abrasion on the steel casing. Usually rotation resistant ropes are sensitive on that kind of small bending in regard to the risk of bird caging. Such influences have been considered when designing this particular rope construction in order to make it very resistance against that kind of external influences. As there wasn’t any incident even in that harsh environment, the rope has proven its robustness.
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BRIDON believes it is important that our users are knowledgeable about the properties, installation, use, inspection and maintenance of our products. This belief has led BRIDON to offer both formal product training seminars supported by relevant product safety and product data literature as well as specialist courses tailor-made to suit customer requirements.

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The ‘Difference’ at BRIDON is service, which is second to none. Such excellence is achieved not only by having the product available when you want it, but also providing a knowledgeable team of field sales representatives, a fully trained and capable Customer Services team dealing specifically with inquiries and orders supported by expert rope engineers. BRIDON products are available across the USA, Canada and around the world via a network of Distributors. For more information about any of these value added features, please contact your local BRIDON Distributor or BRIDON American Corporation direct.

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The majority of Bridon’s products are manufactured with wires produced by BRIDON, using state of the art machinery. These wires are subsequently spun into strands and then closed into ropes specially designed to meet the strength and performance requirements demanded by you, our valued customer.

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BRIDON products are time tested and better able to withstand severe field applications as a result of the superior fatigue, crush resistance and rotational characteristics associated with all products within our high performance range.

www.bridonamerican.com
The QHSE committee is in the process of gathering safety data for 2010 from the AWRF membership. The data collected is two fold in that it allows member companies with loss time accident ratios of less than one to be recognized for excellence in industry safety and provides the committee with feedback on the types of accidents that are most common. The QHSE committee uses this feedback to assist in the development of additional information for the membership's safety library. More specifically, each company returns a copy of their 2010 OSHA log which helps provide specific insight into what types of employee injuries are occurring. This feedback is then used by the QHSE committee to identify new resources that can be added to the library to assist members in improving their safety performance in those areas. If you have not filled out your safety survey please consider doing so; the QHSE can only drive excellence & recognize performance with membership participation.

The QHSE will also be providing an update to the Safety DVD that came out in 2008. The 2012 Safety DVD updates will incorporate safety regulation revisions since 2008 and include new areas of safety concern which have been identified by the safety survey.

Lastly, the QHSE is working on a quality self-audit that identifies proper fabrication requirements and procedures. The overarching goal is to educate member companies about the resources and key concepts available to make a consistent product that ultimately brings quality product and value to end users.
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<thead>
<tr>
<th>Title</th>
<th>Duration</th>
<th>Format</th>
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<tr>
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<td>training</td>
</tr>
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<td>9 min</td>
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<tr>
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<tr>
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<td></td>
<td>training</td>
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<tr>
<td>Emergency Planning</td>
<td></td>
<td>training</td>
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<td>Eye Safety</td>
<td></td>
<td>training</td>
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<tr>
<td>Fall Protection</td>
<td></td>
<td>training</td>
</tr>
<tr>
<td>Fire Protection / Electrical Safety</td>
<td>9 min</td>
<td>DVD</td>
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<tr>
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<td>training</td>
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<tr>
<td>Fitness &amp; Wellness</td>
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<tr>
<td>Fit-Testing Respirators</td>
<td>12 min</td>
<td>DVD</td>
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<td>Forklift Operator Training</td>
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<td>DVD</td>
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<tr>
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<td>training</td>
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<tr>
<td>Hand, Wrist &amp; Finger Safety</td>
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<td>Hearing Conservation &amp; Safety</td>
<td></td>
<td>training</td>
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<td>Heat Stress</td>
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<tr>
<td>Housekeeping in Manufacturing</td>
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<td>DVD</td>
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<tr>
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<td>Ladder Safety</td>
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<tr>
<td>Lock Out / Tag Out</td>
<td></td>
<td>training</td>
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<tr>
<td>Machine Guarding Safety</td>
<td></td>
<td>training</td>
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<td>Office Safety</td>
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</tr>
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<td>OSHA Log 300</td>
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<td>Reporting for Work, Your Safety Responsibilities</td>
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<td>Safe Operation of Overhead Cranes</td>
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<td>Safety Showers &amp; Eye Washes</td>
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<td>Slips, Trips &amp; Falls</td>
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<td>Supervisor’s Guide to Accident Investigation</td>
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In the spring of 2010, the board of directors surveyed the effectiveness of our association. After a very successful first thirty-five years, it is the board’s responsibility to guide the direction and focus of our association to be sure we are ready to celebrate our forty-fifth anniversary in the year 2020. Your well thought out responses will become the framework which will drive our organization. The results of this survey were presented to the membership at the October 2010 meeting in Asheville, NC. The board felt it was important to disseminate these results to all of our members through our Slingmakers magazine.

Forty-four percent of the membership participated in the survey. Out of our 405 members, 172 companies invested their time to respond to our questions. The method which participants completed the survey reflected the changes in our leadership with fifty percent completing the survey electronically and fifty percent completing it on paper. When analyzing the results, we thought it was important to separate the responses by the different membership classes. The results were tabulated by regular members, manufacturing members, and sponsors to ensure all classes of membership have a fair and balanced share in the results.

Eighty-five percent of the responding members have been in the industry for more than fifteen years. The board recognized that the survey results are completely dependent on the actual person in the organization who takes the time to fill out the survey. In many of these organizations the responder of the survey might be one of the elder members of the group. The age of the responder became an interesting thread throughout the survey results.

Out of a possible eight meetings, four or more meetings have been attended by fifty-four percent of the regular members. Sixty-seven percent of the manufacturing members have attended four or more meetings in the same time period. Eighty-three percent of our sponsor members attended four or more meetings. The survey also asked what the association could change for you to consider attending more meetings and your responses were all over the spectrum:

- “do not have meetings in the spring scheduled so close to the April 15th (US) tax deadline”
- “more sessions and papers of greater technical content”
- “the board does a good job in the planning of meetings, the problem is on our end now”
- “it is more convenient for us if the dates are just before or after the Offshore Technology Conference”

After surviving the economic downturn of 2008 and 2009, the board was concerned about the costs to attend our biannual meetings. Forty-six percent of the responders thought the cost associated to attend a meeting was a good value. Forty-one percent thought the cost was too high for the current financial climate. Thirteen percent of respondents thought the entire experience was too expensive. Ninety-four percent of the responders thought the current “pay as you go model” for all of the different activities was the best method for meeting attendees. Almost all of the members wanted to keep the current eighteen month cycle for the Product Information Exposition (PIE; one day trade show).
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The heart of the survey was to hear your responses to different meeting frequencies and formats. Many participants responded that we should move to one meeting per year. The board of directors looked at the financial ramifications of downsizing to one meeting per year, and in order to support the valued added technical information and document upgrades, we concluded that we have to hold two meetings per year or sharply increase the dues schedule. The highest percentages of all types of members choose to keep the actual meeting format the same. The format changes that we looked at included, starting on a different day of the week, changing the days of tournament play and other cost savings suggestions such as reducing the number of days the meetings would run. The board is now continually planning all future meetings using your important feedback.

Respondents like the current policy of rotating our meeting locations. These meetings, due to the size of our group (we average about 375 attendees with a high in Chicago of over 600 people for a PIE), must be booked two years in advance by our hard working site selection committee. Your comments will become the driving force in all future consideration as evidenced by the next PIE and general meeting which will be in Kansas City, MO:

- “we like to be able to walk to dining options and activities that are not just golf”
- “Anyplace warm”
- “most meeting locations have been great, some are a little too expensive and it prevents us from bringing our employees”
- “more meetings in the center of the country”

Three quarters of the respondents have enjoyed the entertainment at the banquets and want to continue with this top flight entertainment. The Four Dads comedy group from our San Francisco meeting was the number one favorite, followed by The Beatles knock-off group in Orlando, and the Jersey Boys presented in Austin. You liked musicians and comedians, but never bring in jugglers or motivational speakers. Once again the entertainment success ratio is an age dependant factor.

Members ranked our own Slingmakers magazine, technical trends, PIE, networking and safety guidelines as the most important to them and most frequently used. Most of the membership enjoys receiving and reading the print version of Slingmakers, but we do also make use of the online version.

The survey once again looked at how we communicate. We like the phone, email and our AWRF website. A small percentage of us use social media, but at this time we do not feel that it is necessary for the board to use it as a means of communication. Once again this will change as our organization changes. Seventy eight percent of the respondents think the AWRF office staff communicates with them in a reasonable amount of time. When we asked the same question about the board of directors, your response was forty eight percent of the time. So the best place to start all your questions is with our capable association staff.

In conclusion, seventy-seven percent of you rated our association excellent or above average compared to other trade associations to which they belong. Ninety-eight percent of the respondents plan to renew their membership. The board will continue to survey the membership every five years to keep current with changes and make sure it is relevant for the newer and younger members. The board will continue to try to “shake it up” on presentations and meeting formats. I think the following comments from the survey about our organization say it all:

- “AWRF is special because of the quality of its members-which keeps us up to date in the industry”
- “We have built some of our best relationships thru this organization-to be able to meet on neutral ground with customers and a supplier, especially in a relaxed resort setting, makes for amazingly open minds.”
- “AWRF meetings provide the ability to come together in a non-competitive environment to learn and solve common problems together.”

We the board of directors hear you, and together we will continue to make our organization one you want to belong to and one that will continue to help run your business in the year 2020.
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EVELYN MAE GALE

Evelyn Mae Gale, 96, of Leawood, Kansas, passed away peacefully on “the corner”, surrounded by her four legged companion, Rocky, and her loved ones, on Monday, May 2, 2011. Her life will be celebrated at Mt. Moriah & Freeman Funeral Home, 10507 Holmes Road, Kansas City, Missouri, Saturday, May 7th, Derby Day, one of her favorite days. Visitation will be held from 12:00-2:00 p.m. with service immediately following. She will be laid to rest following the service in Mt. Moriah Cemetery. She was preceded in death by her parents, Kathaleen and Vance Burton, husband Jack Gale, daughter Cynthia Winzer, and her very special “Sonny Boy”, Frank V. McClure, Jr. Evelyn was born on December 3, 1914 in Kansas City, Missouri and was raised by her grandmother, Della Burton, from the age of four. In 1952, Jack and Evelyn started their own business, Newco Mfg. Co., where she was owner and president until the time of her death. They married in 1959. Getting together with friends over the weekends and holidays were very important to her. She was the ultimate hostess. She especially loved Christmas and her ornaments collected over the years from family and friends. She had a green thumb with her flowers and tomatoes, and enjoyed the various birds that made their home in her yard. She filled her life with a passion for work and play and in doing so, touched countless lives. She was a unique woman ahead of her time. She is survived by Carol McClure, grandchildren Kelley Lathrop (Brad), Warrenton, Missouri, Mike McClure, Sean Winzer (Laura), Las Vegas, Nevada, and great-grandchildren Jeff, Scott, Frankie, Tony and Jessica; Godchildren Julie Estes and Tracy Estes, both of Leawood, Kansas, Greg Estes (Bonnie) and family of Texas; Mammalian Family, Simonds Family; many close friends Myong Pak, Becky and Larry Riggle, Elena and Mario Martinez, Carol Bryant; her special girls at the plant Leasa Brewer-Pogue, Erica Ryles, Carrie Burgess, and all her guys in the plant. “Special Thanks” to caregivers Christy Green, Nadia Demure, Margaret Douglas, St. Joseph Hospital, and Grace Hospice who gave loving comfort and care to Evy at the end of her life. Memorial contributions may be made to the Humane Society, Grace Hospice or charity of choice. Condolences may be made at www.mtmoriah-freeman.com. Mt Moriah & Freeman Funeral Home. 10507 Holmes Rd., Kansas City, MO 64131. (816) 942-2004

Published in Kansas City Star on May 5, 2011
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The founders of Slingmax® Rigging Solutions are proud to announce the launching of their new training company – the Rigging Institute LLC! Congratulations to Mike Riggs who has been named President and Tom DeSoo who has been named Vice President. Rigging Institute, which is headquartered in Knoxville, TN, adds a new element to the rigging training arena. Not only do the trainers have decades of training experience, the founders have been manufacturing rigging equipment since the 1960’s. CEO Scott St. Germain states, “The demand for quality rigging training has increased dramatically. To satisfy our customers’ needs, we decided the best solution was to create a new company solely dedicated to professional rigging training. We’ve been training end users since my father started I&I Sling back in 1963, so this is a natural progression. Ultimately, it is our customers who determine what we do; we ask questions, we listen and then we react accordingly.”

Rigging Institute offers courses in Rigging Theory, Sling and Hardware Inspection, Crane Signaling and preparation classes for NCCCO rigging certification. Classes vary in length from 4 hours to 16 hours and utilize current industry standards and practices as well as real world examples from the field. All courses over 4 hours receive a written test and passing grades earn a certificate and wallet sized training credentials card.

Rigging Institute currently has 5 expert trainers on staff. In addition to offering training at our Knoxville headquarters and at customer locations throughout North America, we now have 5 dedicated field training centers at the following rigging shops; Alloy Sling Chain (Chicago), Bishop Lifting Products (Houston), I&I Sling (North Carolina), John Sakach Company (St. Louis) and Lift-It Manufacturing (Los Angeles). Future plans include opening additional training centers throughout North America in support of regional Slingmax® Dealers. Please visit www.rigginginstitute.com for further information.
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- Locking On/Off handle
- CONFORMS TO ASME B30.20 STANDARDS

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INTRODUCTION

“WE NEED TO PASS THIS BILL SO WE CAN FIND OUT WHAT’S IN IT”
–NANCY PELOSI, SPEAKER OF THE HOUSE OF REPRESENTATIVES

(March, 2010)

The legislation included the following bills:

- The Patient Protection and Affordable Care Act (PPACA), (HR 3590), passed March 21 by Congress and signed into law by President Obama March 23
- The Health Care and Education Reconciliation Act of 2010 (HR 4872), passed the House on March 21, passed the Senate on March 25, and was signed by the President a few days later

After September 23, 2010

- Effective for plan years beginning after September 23, 2010:
  - Coverage for children to age 26
  - Lifetime and annual dollar limits removed
  - Prohibits rescissions of coverage
  - Preventative Services with no cost sharing
  - Nondiscrimination requirements (postponed)
  - Appeals Process—consumer protections
  - Emergency Services with no network delineation
  - No Preexisting Conditions allowed on children
  - Excise Tax on Indoor Tanning (10%)

2011

- Effective January 1, 2011
  - Medical Loss Ratios (carrier profits limited)
  - W-2 disclosure of health insurance costs
  - OTC medications no longer available with FSA/HSA funds
  - Nonqualified withdrawals from HSAs are now penalized 20% (was 10%)
  - Wellness initiatives (premium discounts and grants available)

2012

- Effective during 2012
  - Expanded 1099 information reporting requirements
  - Uniform explanation of group health plan’s benefits and coverage
  - Notice of Material Modifications
  - Quality of Care Reporting

2013

- Effective during 2013
  - FSA Accounts Limited to $2,500/Year
  - Medicare Tax increase of 0.9% on Upper Income Bracket
  - Medicaid Eligibility Expansion up to 133% of Federal Poverty Level

WHAT DO WE DO NOW?

- Get Healthy, Stay Healthy
  - Wellness Programs
- Investigate All Options
  - 2014 Exchanges
  - Association Plans
    - Captive Benefit Plan?
- Have A Plan; Be Proactive and Creative
  - Be Open To Conceptual Changes
    - (HSA, GAP, HRA, All Savers)
Captive Insurance Company

- A Captive Insurance Company is an insurance company that primarily insures the risks of businesses which are related to it through common ownership or affiliation. The insured businesses pay premiums to the Captive in exchange for insurance. The Captive can be owned by the business owner(s), his/her spouse(s), relatives, a Trust, an association, or any of the companies the business owner(s) own.

“TrustMax” Group Medical Captive

- 100% of the risk associated with each group is collected in monthly funding requirement plus the Buy in or “collateral”
- Expected claims cost & the gap between expected claims and where the reinsurer’s liability kicks in are collected from each program participant
- The Captive Insurance Company carries 0% of the financial burden of the program or its participants

Components of Group “TrustMax” Captive

- Expected Claims- represented in future slides as 1.0%
- Buy In- (collateral) represented in future slides as .25%
- Aggregate attachment point- Financial percentage where reinsurance kicks in, represented as 1.25%

To illustrate how the “TrustMax” model works, follow the money

- Each year- 1.25% of the risk is collected in monthly funding requirement from the program participant.
- Administrative fees, services, and expenses are paid out of the 1.00%
- Claims are paid out of the 1.00% and the additional .25% if necessary

What if the program participant has a good year and performs better than what’s expected?

- In order for good performing groups to share in the win, the program as a whole must generate a surplus.
- Assuming the program generates a surplus, each program participant who contributed to the surplus are eligible to receive a dividend on a pro rata basis
- If the group performs better than expected, yet leaves the program upon their renewal date, they forfeit any dividend they’re entitled to

What if the program participant has a bad claim year?

- When a group uses all of the 1.0%, or funding for expected claims, then the .25% bucket is tapped into
- If the group’s claims exceed the .25% of buy in or collateral, then the captive and finally the reinsurance carrier will pick up the claims from that point to the end of the contract period, or to policy limits of the reinsurance contract

“TrustMax” Participant’s Risk Of Loss & Opportunity for Gain

- If you don’t perform better than expected, you pay your portion of the excess loss with your collateral funding, and are insured for the rest should it exceed that figure
- If the program generates surplus, and If your group contributed to that surplus, you share in the win on a pro rata basis

How Can Owners Use A Group Captive To Help Their Business?

- By leveraging the market with a large number of member companies, the costs for services and insurance can be negotiated in favor of program participants
- As the program grows, the cost per covered life will be reduced which enhances the probability of surplus and opportunity for financial gain
- By providing more flexibility, control, and choice, groups can make better business decisions pertaining to the recruitment and retention of their talent
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“Here at Cableworks, we have twelve unique individuals, each with different skill sets. But we all join together in a single coordinated effort, and this is the key to our success,” says John Rauh, President of Cableworks, Inc., located in Putnam, CT.

When Rauh graduated from the University of Wisconsin, with a degree in History, he didn’t foresee himself spending the next 38 years in the wire rope business. However, he got a job in sales and marketing, working for one then another wire rope manufacturer. In 1984, he decided to strike out on his own. “Like a lot of new businesses, it was two steps forward and one step back before we started making money,” he recalls. “Gradually we added people, inventory and capacity.”

Cableworks started in an unheated 1500 sq. ft. warehouse. After a few years, Cableworks grew into a 6000 sq. ft. facility. About seven years ago, the company moved to their current 15,000 sq. ft. plant, and they have added almost 3000 sq. ft. since then. They have a unit that proof tests to 225,000 pounds, as well as swaging and the other basic rigging equipment. Rauh says, “We look at ourselves as a hardware store that fabricates wire rope, metal mesh, rigging, round and other slings, anything to do with lifting. We’re a one-shop business specializing in lifting solutions.”

The company started out serving the timber harvesting market and then branched out into construction, power plants, foundations and steel erector fabrications. They even provided some equipment to the military.

The Cableworks facility is about five miles from both Rhode Island and Massachusetts, 50 miles from Boston and about 150 miles from New York City. They serve customers within a driving radius of three to four hours. There is a lot of lifting activity that goes on in this densely populated region, but there is also a lot of competition. Cableworks is competing with some 15-20 other shops. “We have some very good competitors,” Rauh says.

So how does he compete? “We differentiate ourselves by having the product on the shelf, staff in the shop ready to fabricate whatever is needed, and people willing to drive our trucks to the job sites. We know what really counts: service, service, service. ‘Sudden service’ is what we call it. If you have a job stalled because a half-million-dollar crane broke down, and you have 30 employees standing around, the only question you ask is ‘how fast can you get here?’ Our salespeople give our customers their home phone numbers so they can call any time they need to, even if it’s Thanksgiving Day. When they do call, we’ll get the job fabricated and delivered to the site the same day.”

There are certain times when the teamwork really comes into play. “The company is not just a ‘me’, but a ‘we’,” Rauh says. “Everybody has their own day-to-day functions – specialty sales, collections or whatever. But if we get really busy, we can all go out to the shop, splice, run the press, pack boxes, drive forklifts, get the product on the trucks and deliver it.”

Two individuals Rauh gives special credit to are Dave Black, Sales Manager, and Rich Huoppi, General Manager. Black, Rauh says, has been with Cableworks about 22 years. “He is a former business owner, with a lot of get-up-and-go and a very driving personality.” Huoppi has been with the company almost as long. He oversees the internal sales and production and is, Rauh says, “very detail-oriented and good at solving problems.”

Rauh is quick to emphasize, however, that he considers every employee an integral part of the team. All employees have been there at least four years. In fact, most have been members of the team for over 20 years. “We have very little turnover. It’s a nice place to work, with a family atmosphere. It’s dog-friendly, and a couple of our employees bring their dogs to work. We work hard, but we also have fun.” Rauh provides good pay, incentives, bonuses
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On May 6, 2011, Bishop Lifting Products, Inc. (BLP) was the recipient of the Crane & Rigging Support – Silver award in Houston Business Roundtable's Safety Excellence competition. Since 1988, the Houston Business Roundtable has been recognizing greater Houston area Industrial Contractors for outstanding safety performance. This award process has become a joint effort to improve on-site safety, eliminate accidents, and most importantly, reduce injuries to employees.

After receiving the nomination from BP in the category of Crane & Rigging Support, forms were submitted including the OSHA required safety data for fatalities, lost workday cases, recordable injuries and illnesses, copies of safety policies and procedures and documentation of safety best practices.

Following a formal review process, 33 companies were chosen to receive field audits to assess onsite safety programs. Topics under review for the field audit included accident prevention plans, safety training and education, emergency evacuation plan, substance abuse control programs, and driver safety training to name a few. The audit team also interviewed shop employees to ensure “what was written is being implemented” for all safety procedures.

Matthew Wilson, QHSE Manager at Bishop Lifting Products, said “it was an extreme honor to be nominated by BP and to receive the silver safety award for Crane & Rigging Support. Recognition should be given to every individual employee at Bishop; starting with the executive management who places such a great emphasis on safety, to all employees who follow the safe practices on a daily basis.”

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Founded in 1984, Bishop Lifting Products, Inc. (BLP) is a leading fabricator and distributor of products, services, and lifting solutions for crane, rigging, and oilfield applications. Our 180+ dedicated employees throughout Texas, Louisiana, Wyoming and Oklahoma supply wire rope, slings, rigging hardware, lifting devices, hoists and winches to customers with lifting, oilfield, towing, and hauling applications.

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Back to the Future

Most firms have put the bleeding of the recession behind them. While profitability is still not back to desirable levels, things are clearly improving. The operative phrase in most instances is “cautiously optimistic.”

If sales, margin and expenses follow the pattern of previous recessions, most firms will be okay by the end of the year. The typical AWRF member will be far removed from the massive challenges of the past two years. On the other hand, they may be equally far removed from optimal profitability. The challenge is that in the euphoria of getting back to good many firms will miss the opportunity to make it all the way to great.

Based upon that challenge, this report will examine two issues that are important add-ons to financial planning for 2011:

- **Business as Usual**—A projection of financial performance in the industry based upon a combination of past results and current trends.
- **Making the Future Better**—An examination of how the key factors that influence profitability can be leveraged for improved results.

**Business as Usual**

The first column of numbers in Exhibit 1 provides a projection of overall financial results for the typical AWRF member in 2011. Clearly, there is a lot of 2011 left and a lot of uncertainty still in the economy. However, it is possible to make a reasonable assumption about how the year will end up given 1) current sales trends and 2) an analysis of performance following previous recessions.

As can be seen, the typical firm is anticipated to have sales of around $7,000,000 at a gross margin of 33.0%. This should produce a pre-tax profit of $455,000, or 6.5% of sales. This is adequate, but not outstanding performance.

This means the profit results for the typical firm are expected to look a lot like they did before the recession hit. The reality, though, is that the pre-recession numbers were somewhat unexciting. Certainly, they are better than the depressed results seen during the depths of the recession. However, they do not represent the profitability that firms deserve.

**Making the Future Better**

The remainder of Exhibit 1 examines how the firm could produce even more profit in 2011 by better managing the Critical Profit Variables (CPVs). These are the factors that have the most power to drive profit in the firm. The three most important are sales, gross margin and expenses.

Every firm is already managing the CPVs as effectively as they can, of course. The reality is that in the recovery phase of the economic cycle, firms look at the CPVs in a very different light than they do in the down phase of the cycle. This change in perspective limits the profit potential associated with recovery.

As markets stabilize following a sharp recession two things inevitably occur. First, expenses demonstrate a relentless tendency to increase. More infrastructure is needed, employees need wage increases to “catch up” and the like. Second, pricing challenges arise. This is because the excitement inherent in sales increases automatically reduces the attention paid to pricing that is essential for desired profit performance.

It is important to note that these pressures have already been accounted for in the first column of numbers in the exhibit. That is, the exhibit assumes that human beings will continue to act as human beings. Not so much a failing as a reality of life.

The remaining columns examine the impact of maintaining greater diligence in the face of the sheer
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relief that the recession has ended. The two areas of focus explored in the exhibit are pricing and employee compensation. In both areas a 2.0% improvement factor is used.

The 2.0% figure is not arbitrary. The better-performing firms across a wide range of industries tend to do about 2.0% better than the typical firm each year. The 2.0% differences add up to a dramatic improvement in overall profitability.

Pricing remains the Achilles heel of every recovery. As sales rise due to improving economic conditions, there is a natural tendency to want to recover sales volume at an even faster pace. This invariably leads to a diminished level of price monitoring.

In the Margin Control column in Exhibit 1 the firm generates 2.0% more gross margin dollars. The cost of goods remains constant, so the entire 2.0% increase is the result of improved pricing. The net effect is that profit increases by 10.2%.

The Payroll Control column reflects the human tendency towards fairness. When sales growth returns, the pressures on payroll become enormous. Employees naturally want a share of the good times just as they shared in the pain of the down market. If the payroll increase can be moderated so that it is 2.0% less than might otherwise occur, profit would increase by 5.1%. Sharing is fine, controlled sharing is much better.

The real payoff, of course, comes from doing both things simultaneously. The final column of numbers demonstrates how the firm would look if both gross margin and payroll were controlled more systematically. The 15.2% improvement changes the entire profit profile of the firm.

**Moving Forward**

After a brutal economic recession there is a tendency to dramatically under perform compared to the potential profit that could be generated. There are two serious challenges that must be overcome. First, the firm should think in terms of producing a strong profit increase rather than accepting any improvement as being good enough.

Second, the firm must be on guard for the factors that eat up the profit improvement that comes with higher sales. The firm must be especially mindful of ill-conceived expense increases and price reductions.

**About the Author:**

Dr. Albert D. Bates is founder and president of Profit Planning Group, a distribution research firm headquartered in Boulder, Colorado.

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The coordinated team effort is what helps bring that added degree of service to the customer. “We have three people on the road every day, calling on customers and delivering products” Rauh says. Furthermore, Cableworks is always looking to provide added, and perhaps unexpected, benefits to their customers. For example, they are able to offer, at the customer’s site, the training that their riggers need in order to be certified in compliance with the new OSHA regulations.

“We have wonderful customers,” Rauh says. “They buy our products and pay the bills.” Therefore, he and his team strive, through solving customers’ problems, to make them feel as if Cableworks is a part of their team. To show their appreciation and also further the extended family feeling; on the Monday and Tuesday before Thanksgiving, his employees make turkey dinners for the workers at the customers’ various job sites. The cooking starts about 5:00 am. Fifteen-pound turkeys, with all the trimmings for 15 meals, are packed into boxes. The boxes are delivered, hot, to about 45 sites.

To keep in touch with customers, Cableworks also publishes a newsletter throughout the year. Each issue includes new product information, rigging tips, interesting jobs and what’s new in rigging, such as the rescue of the miners in Chile.

Rauh extends this teamwork attitude to his vendors. “We’ve had many of the same vendors for 25 years or so,” he says. “We’re slow to change. We’re cognizant that manufacturers have to make money, so that’s the basis on which we operate. We go for long-term relationships and are not trying to pit one vendor against another. Our manufacturers are service-oriented. They try to educate users to make the best decisions. A lot of times we need their help, and they’ll come out to the site with us to do joint safety programs and joint sales calls.” Some of the key vendors that Rauh mentions are Crosby, Bridon-American, Peerless Chain, Liftex and Harrington Hoist.

For the past five years, Cableworks has been on the forefront of providing Radio Frequency Identification (RFID) to their customers, and Rauh believes this has helped provide a competitive edge. As one example of an ongoing project that receives significant benefits from RFID, Rauh mentions a water filtration plant. This critical project requires laborers working six days a week, 20 hours a day. The project, which has been going on for two years, is about 70 percent complete. It has involved about 5000 lifts of 20,000 pounds or more. “Our application captures online 3200 assets which are tracked every month. This is done quickly and efficiently. We feel we’re a leader in RFID in our area. Water treatment and power plants are especially interested in using RFID to wrap their arms around their rigging problems.”

Rauh was a bit slow to get into computerization. In 2000 he had only two computers. Now, however, “every desk has two monitors. We have records of everything we sell and to where it’s shipped.” Rauh continues, “We don’t have to run downstairs to see what we have in stock. We have to keep pace with information technology. It provides instant access.”

Rauh says he’s not yet to the point where he’s selling online through an e-store. But, he points out, “We have all of our product information online. The days of the catalog are over. The Internet is a big help. Most of our customers are online, so, if they ask about a product we can reference our website. It’s convenient for both sides.”

Rauh also thinks it is important to stay current with the new lifting technologies. “Like any business, our challenge is to keep finding good customers who need our product, so we have to keep improving our product,” he says.

In keeping with his teamwork outlook, Rauh has good things to say about AWRF, which, he says, “gives us the wonderful opportunity to be able to talk to other members around the country. I’ve been a member for 15 years. We attend the meetings on a regular basis and are especially interested in the updates on insurance and the new technology coming into the marketplace.”

Although Rauh’s management style includes delegating authority as part of his teamwork ethos, he also takes a hands-on approach to a variety of tasks when a busy time so requires. He works from 6:00 am to 6:00 pm, five days a week, but he says he doesn’t get out to the shop as much as he once did. In his time away from Cableworks, he enjoys ice-boating and golf. Married for 33 years, he and his wife, Nancy, have a 28-year old married daughter, Annie, and a 15-year old son, Nick, who is in high school.

It would appear that this History major has left this initial interest behind. But that is not quite the case. “One of the unique things about being in business in New England is that it’s been the hub of the wire rope industry,” he says. “The first manufacturers making machinery for wire drawing came from this area. History was made in New England, and it is still being made.”

Rauh’s interest in education has also continued, though in an unusual way. He has long been associated with the first charter high school in Connecticut, an institution that has been in operation for 211 years. He was on the regional board of trustees for 19 years, and for the past six years, he has been on the local school board. “I negotiate with teachers, contractors and labor unions,” Rauh says. “I enjoy the community service. I keep up with education and get exposure to different ideas. I’ve always thrived on meeting new challenges.”

One challenge met and overcome by Cableworks has been the recession. “There was a downturn for a time,” Rauh acknowledges. “We had to reduce hours, but we kept everybody working and maintained our health benefits. We extended our range of work, worked harder and soon pulled out of the doldrums. 2010 was a very good year for us. We’re upbeat about the future.”
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The following graph shows the particular rotational properties of the rope that is subject of this paper.

Figure 4: graph twist vs. force

6. Conclusions

In cases of emergency like this, it is hardly possible to apply established standards for rope selection and operation. The denouement of such stories is basically up to the experience and knowledge of the involved parties. Especially where a lot of imponderabilities and risks have to be taken into account, over sizing of equipment, is a vital and successful strategy.

From a rope makers point of view, the use of a compacted, non-rotating rope showed effective results and we are very pleased to had been part of this lifesaving operation, which came to a happy end.

7. Acknowledgements

We want to thank …STU-Stettin for submitting drawings, pictures, information etc. for this paper.

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3) ISO 4309 Cranes — Wire ropes — Care, maintenance, installation, examination and discard
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RFID Enabled Clamps From J.C. Renfroe

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J.C. Renfroe & Sons, the leading manufacturer and marketer of quality industrial lifting clamps for over 70 years, is now offering the option of RFID (radio frequency identification) enabled clamps. The embedded chip offers the capability of accessing user-supplied data, which could include...

- Catalog specifications
- Maintenance instructions
- Maintenance updates
- Use history
- In-service date & inspection records
- Manufacturing and training contact information.

For your nearest distributor, call 1-800-874-8454 or email at sales@jcrenfroe.com.

J.C. Renfroe & Sons, Inc. Jacksonville, Florida 32206 • Toll Free 800.874.8454 • Fax 904.354.7865 • www.jcrenfroe.com