

# Clingmakers

2022 ISSUE 174



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# 2022 AWRF PRESIDENT

## Jack Gibbons



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AWRF Members,

My term as AWRF President will end after the Fall Meeting in Philadelphia. It has been a pleasure to serve the association and an honor to be the second John Gibbons to serve as President after my father, John F. Gibbons. He served 1983 – 1984.

I have served on the BOD two other times during my career and as great as the last two BOD's were, this new young group of directors and some older directors like me, are the most engaged and energetic I have served with. They were handed the daunting challenge of keeping the committees focused during our 2+ years of virtual meetings. They absolutely rose to the occasion and we all saw the fruits of their labor in Houston. Thank you all!

The Executive Committee and JAGwire Management (AWRF Office) worked very well together to keep the AWRF financially sound during this period. Having been in Executive Committee meetings before the shutdown, I can tell you, these meetings took on an entire new level of intensity after shutdown.

On an incredibly happy note, the AWRF family will be one member larger as Emily (Gilbert) Wagner is expecting her first child in September! Congratulations to her, her husband Mike, Grandpa Jeff and Grandma Barb!

The BOD and the Technical Committee met in July in Portland, Maine. Both meetings were well attended and very productive. Thank you to all who battled the airline delays and made the meetings.

During the BOD meeting, The Project Breakout Groups comprised of Benefits, Technical and Education continued their hard work to come up with quality material for the membership. All the committees presented their plans and I am pleased to report that the content they are working on continues to get better and better.

As mentioned above, our meeting this fall will be in Philadelphia at the Loews Philadelphia Hotel, October 16 – 19, 2022. Please save the dates. We have two days of general meetings full of speakers including Dr. Anton Bizzell (Opiate Crisis), former Congressman Jason Chaffetz, Tim Klein (WRCA – Crane Rope Terminations) and Greg D'Elia (Edge Fitting & Protection). The meeting schedule is still being finalized but you will not want to miss it.

The Emerging Leaders Group (40 years old and younger) will continue its outreach and growth. They will have their first Brunch & Learn opportunity for their members comprised of networking opportunities, an industry panel, a keynote speaker, and roundtables! Tuesday at 1:00 p.m. they will be hosting the Emerging Leaders Sponsored Headshot Day, which will allow all AWRF members to get an updated business profile headshot at a discounted price! More details will be provided as we get closer. This group, one of the great concepts that came out of the Project Group Breakouts, is very important to the future leadership that AWRF needs. I encourage you to join!

The Tour on Monday, October 17th will be a great one – Philadelphia Then and Now: from Colonial Capital to Modern Metropolis is a comprehensive full-city tour through four centuries of art, architecture, and Philadelphia's growth to the 2nd largest city on the east coast. See such sites as the Liberty Bell (interior visit), Independence Hall, Congress Hall, Betsy Ross House, Christ Church, the neighborhood of Society Hill with the final stop at Reading Terminal. Lunch at Positano Coast is included. Approximate tour time is from 9:00 a.m. – 3:30 p.m.

We have an additional tour on Wednesday, October 19th to the Roebling Museum! Best known for designing the Brooklyn Bridge, learn how his 3 sons built their father's company into the leading wire rope producer at the time. Lunch and transportation will be provided! Approximate tour time is 9:15 a.m. – 2:30 p.m.

The Tournament Committee has reported that weather permitting there will be a Networking Golf Tournament on Wednesday using a modified shotgun start. The bus will be picking up at the hotel at 7:30 a.m.

Now that my term is ending, I would like to finish by asking members to get involved. Come to Technical Committee and BOD meetings. Volunteer to run for BOD seats. Ask to join Technical Committee positions. Suggest potential new members. This is our AWRF and the more support we can get the better!

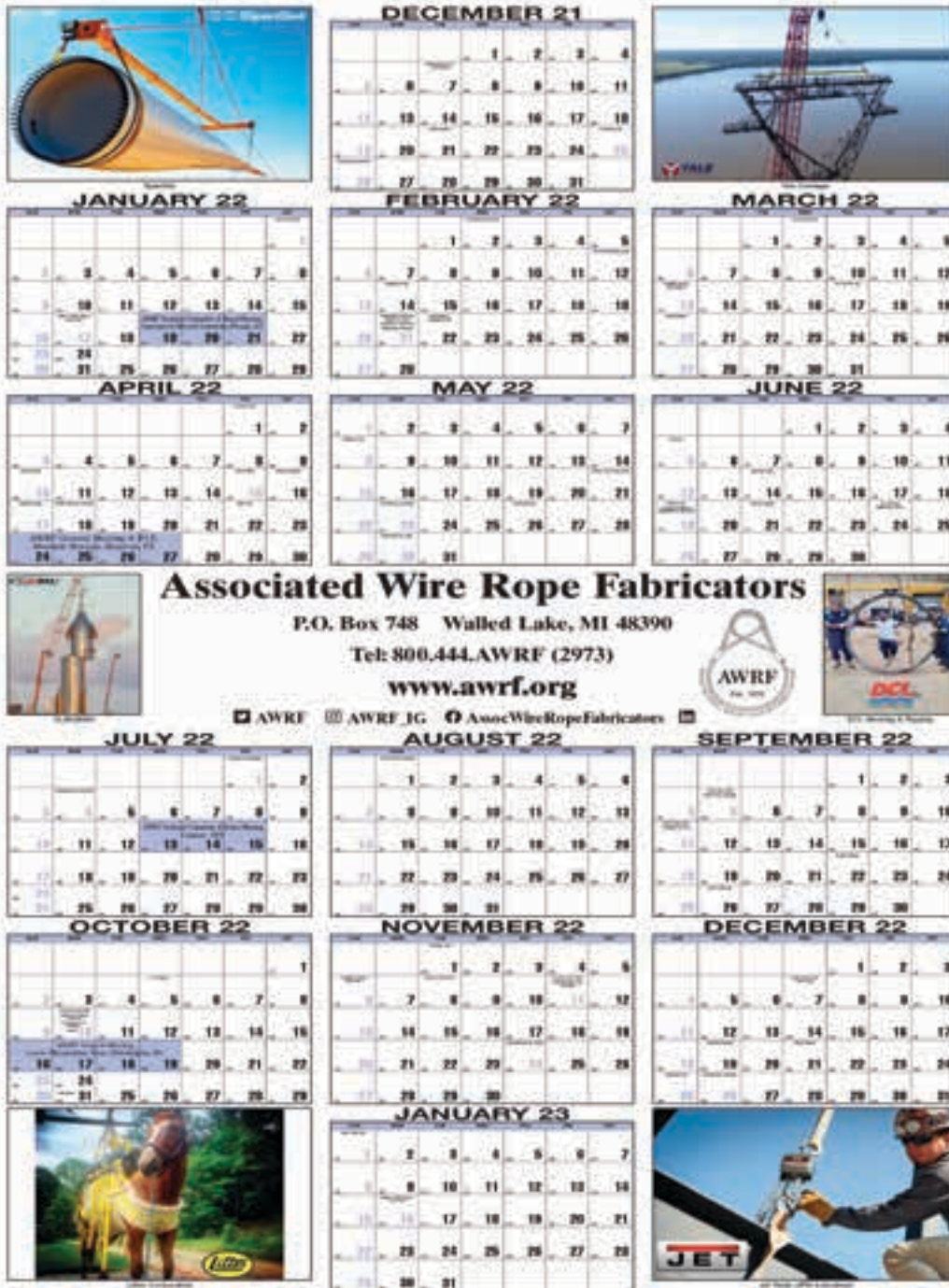
Thank you and I look forward to seeing you all in Philadelphia.

Best regards,  
Jack J. Gibbons  
AWRF President



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## FUTURE MEETINGS

### 2022

October 16 - 19 AWRF General Meeting  
Loews Philadelphia Hotel  
Philadelphia, PA

### 2023

April 16 - 19 AWRF General Meeting  
Scottsdale Plaza Resort  
Scottsdale, AZ

October 15 - 18 AWRF General Meeting and P.I.E.  
Sheraton Dallas Hotel  
Dallas, TX

### 2024

April 28 – May 1 AWRF General Meeting  
Omni Nashville Hotel  
Nashville, TN

October 27 – 30 AWRF General Meeting  
La Quinta Resort (Waldorf Astoria)  
La Quinta, CA

### 2025

April 6 – 9 AWRF General Meeting and P.I.E.  
Sheraton Denver  
Denver, CO

October 19 – 22 AWRF General Meeting  
Omni Charlotte Hotel  
Charlotte, NC





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## THE CROSBY GROUP ANNOUNCES THE 2022 'RIGGING FOR THE TROOPS' CAMPAIGN

*Crosby will donate \$500 to the Children of Fallen Patriots Foundation for every training event it hosts in the US from September 1 through October 31, with a goal of raising \$25,000*

The Crosby Group is excited to announce its *Rigging for the Troops* campaign for a third year, supporting the Children of Fallen Patriots Foundation.

Fallen Patriots provides college scholarships and educational counseling to military children who have lost a parent in the line of duty. After government programs, the average shortfall in college funding is \$25,000.

Supported by its loyal channel partners and end users throughout the United States, The Crosby Group will make a donation of \$500 to Fallen Patriots for every Crosby and ACCO training event it hosts in the US from September 1 through October 31, 2022. In addition, The Crosby Group will donate all proceeds from its popular *User's Guide for Lifting* online training course during this time to this honorable cause, up to \$25,000.

The Crosby Group has trained more than 500,000 rigging professionals since launching its official training program in 1991.

Approximately 25,000 children have lost an active duty parent in the military over the last 35 years. Of those, 97% of casualties are men, leaving behind single mothers to care for their families, and

60% report having trouble making ends meet. The foundation said that \$625 million is needed nationwide to cover the gap between government assistance and the actual cost of a degree. Since 2002, Fallen Patriots has provided more than \$55 million in total assistance to more than 2,200 military children with more than 900 graduates.

Every time a worker in the oil and gas, construction, heavy lift, transportation, manufacturing, wind energy, and material handling industries attends a training hosted by The Crosby Group or completes the online training course, they can know that they are doing a small part to help secure a better future for military children who have lost a parent.

With a US manufacturing footprint that includes plants in Texas, Oklahoma, Arkansas, South Dakota, Pennsylvania, and Alabama, The Crosby Group's involvement with the country's military stretches back to its earliest days, supplying shackles and other hardware for military equipment.

Today, more than 40 Veterans work in the company's facilities designing, manufacturing, and distributing the best rigging hardware and material handling equipment in the world.

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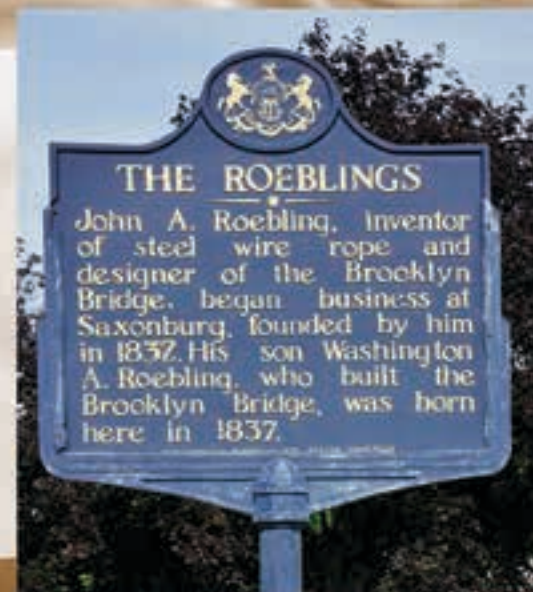


# THE TOUR Philadelphia



**Monday, October 17th** - Philadelphia Then and Now: from Colonial Capital to Modern Metropolis is a comprehensive full-city tour through four centuries of art, architecture, and Philadelphia's growth to the 2nd largest city on the east coast. See such sites as the Liberty Bell (interior visit), Independence Hall, Congress Hall, Betsy Ross House, Christ Church, the neighborhood of Society Hill with the final stop at Reading Terminal. Lunch at Positano Coast is included. Approximate tour time: (meet in lobby) 9:00am – 3:30pm. The fee is \$145.00 per participant.

**WEDNESDAY, October 19th** – A visit to the Roebling Museum At the core of the story we tell is the innovative engineering ideas developed by John A. Roebling, who is best known for designing the Brooklyn Bridge. His three sons, Washington, Ferdinand, and Charles built their father's company into the world's leading producer of wire rope with four factories and nearly 8,000 employees at its peak. A light lunch is included. Approximate tour time: (meet in lobby) 9:15 am – 2:30pm. The fee is \$80.00 per participant.







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# AWRF Fall General Meeting Schedule

October 16-19  
2022

Philadelphia  
PA

## Monday, October 17th

- 7:00 a.m. Networking Breakfast & **Scholarship Awards**
- 8:00 a.m. Aluminum Turnback RP&G – Membership Approval
- 8:30 a.m. **Dr. Anton Bizzell – Opiate Crisis**
- 9:30 a.m. SC&RA Rigging Job of the Year – Mammoet – Travis Wilcox
- 10:30 a.m. **Synthetic Chain Panel** – Panelists:  
Binay Patel with DSM Dyneema  
Ralph Abato with Doleco  
Anton van der Zalm with Royal Van Beest  
Anna Huget with Murtra
- 12:30 p.m. Adjourn



Dr. Anton Bizzell

## Tuesday, October 18th

- 7:00 a.m. Networking Breakfast & **Safety Plaque Awards**
- 8:00 a.m. Greg D'elia – Edge Fitting and Protection
- 9:00 a.m. Tim Klein – Crane Rope Terminations
- 10:00 a.m. AWRF & HSI - Safety Training Program
- 10:30 a.m. MILO Detroit - Social Media TODAY
- 11:30 a.m. **KEYNOTE – Jason Chaffetz**
- 12:30 p.m. Adjourn  
Jason Chaffetz – Meet & Greet



Jason Chaffetz

\*Schedule is subject to change

## Contact Us!

P.O. Box 748  
Walled Lake, MI 48390  
800.444.AWRF (2973)  
emily@awrf.org OR caren@awrf.org

## Sunday, October 16th

- 7:30 – 11:00 am – Board of Directors Meeting – Howe Room – 33rd Floor
- 10:00 – 2:00 pm – Emerging Leaders Brunch & Learn – Lescaze – 33rd Floor
- 11:00 – 4:00 pm – Registration – Regency Foyer
- 5:00 – 5:30 pm – First Timer's Reception – Howe Room – 33rd Floor
- 5:30 – 7:00 pm – Opening Reception – Millennium Hall – 2nd Floor

## Monday, October 17th

- 7:00 – 8:00 am – Networking Breakfast & Scholarship Awards – \*2m Floor
- 8:00 – 12:30 pm – General Business Sessions – Regency Ballroom – \*2m Floor
- 9:00 – 3:30 pm – The Tour – Meet in Lobby @ 9:00 am
- 6:00 – 7:00 pm – Reception – Commonwealth – 2nd Floor

## Tuesday, October 18th

- 7:00 – 8:00 am – Networking Breakfast & Safety Awards – \*2m Floor
- 8:00 – 12:30 pm – General Business Sessions – Regency Ballroom – \*2m Floor
- 1:00 – 3:00 pm – Emerging Leaders Sponsored Professional Headshot Day  
*\*ALL ARE WELCOME TO ATTEND (Discounted Rate for AWRF - \$25.00)*
- 5:30 – 6:15 pm – Reception – Regency Foyer
- 6:15 – 6:30 pm – Transportation to Dinner Cruise
- 6:30 – 10:30 pm – AWRF Dinner Cruise

## Wednesday, October 19th

- 9:00 am – Networking Golf Tournament  
Modified Shot Gun Start (weather permitting) – Bus Pickup @ 7:30 am
- 9:30 – 3:30 pm – Roebling Museum – Tour & Lunch – Meet in Lobby @ 9:15 am
- 4:30 – 6:00 pm – Closing Reception – Howe Room – 33rd Floor

\*Schedule is subject to change

\*2m = Second Floor Mezzanine



**TOUR – MONDAY, October 17th – Philadelphia**  
Then and Now: from Colonial Capital to Modern Metropolis is a comprehensive full-city tour through four centuries of art, architecture, and Philadelphia's growth to the 2nd largest city on the east coast. See such sites as the Liberty Bell (interior visit), Independence Hall, Congress Hall, Betsy Ross House, Christ Church, the neighborhood of Society Hill with the final stop at Reading Terminal. Lunch at Positano Coast is included. Approximate tour time: 9:00 am – 3:30 pm. (MEET IN LOBBY AT 9:00 AM) FEE: \$145.00

**TOUR – WEDNESDAY, October 19th – A visit to the Roebling Museum** At the core of the story we tell is the innovative engineering ideas developed by John A. Roebling, who is best known for designing the Brooklyn Bridge. His three sons, Washington, Ferdinand, and Charles built their father's company into the world's leading producer of wire rope with four factories and nearly 8,000 employees at its peak. A light lunch is included. Approximate tour time: 9:15 am – 3:30 pm. (MEET IN LOBBY AT 9:15 AM) FEE: \$80.00







*Thank you to all who participated in and donated to our AWRF Charity Gala in Houston for our Product Information Exhibition. The money raised was presented to St. Jude Children's Research Hospital in Memphis, TN by Past President Brett Woodland with Yarbrough Cable - CERTEX.*







# WE HAVE TASTE FOR QUALITY



# The Government Affairs Committee

By: J. Barry Epperson  
General Counsel and  
Chairman of the  
Government Affairs Committee



## Slingshots

### OSHA REPORTING RULE

The U.S. Department of Labor has proposed a new rule requiring the submission of three duplicitous injury records with the intent to post them on the OSHA website. In each case the proposed rules have been opposed by the Coalition for Workplace Safety (CWS), a group composed of associations and companies, including AWRP, dedicated to workplace cooperation and safety.

The proposed rule requires repetitive electronic reporting on a massive scale based on the unsubstantiated theory that broadcasting employees' personal data enhances safety. Instead, by changing the reporting process facilitated by Form 300 Logs and Form 300, public posting puts employers at risk of misinterpretations, potentially leading to legal exposure for release of private medical information. Further, the OSHA objective of extending these requirements to smaller businesses is especially troubling due to the resulting enhanced vulnerability to mischaracterization of data.

These issues, along with the absence of evidence to demonstrate that the proposed rule will bring about a reduction in occupational injuries and accidents, has prompted CWS to send a letter to the Assistant Secretary of Labor, endorsed by dozens of prospectively aggrieved parties (including AWRP), requesting OSHA to withdraw the proposed rule for the following specific reasons:

Problematic Exceptions to the Freedom of Information Act (FOFI)

OSHA claims that employers can protect sensitive information by asking for exceptions from FOFI. Not only is this relief problematic, but there is no reliable data to support the DOL proposition that there are enforcement related benefits to the publication of information recorded in Forms 300 and 301 because injury and accident data is old hat by the time OSHA receives it due to the extended time periods required to conduct company accident investigations.

### Redundancy

Under the new rule some employers will be obligated to provide the same information to both OSHA and the Bureau of Labor Statistics. Because OSHA does not require submission of all Forms 300 and 301 data, employers must maintain both edited and comprehensive records, further complicating

their paperwork duties with no apparent resulting benefit to anyone. To add to employers' confusion, OSHA plans to use the 2017 North American Industry Classification System (NAICS) published by the Office of Management and Budget to recognize industries which must conform to electronic reporting, notwithstanding that the new 2022 codes have already been released. The purpose of this process is to track and organize workplace injuries; however, new accounts will use the 2022 NAICS codes while existing accounts will continue to use the 2017 version. The nuances of this confusing system will require some employers to keep even more parallel sets of records.

### Timing Inconsistencies

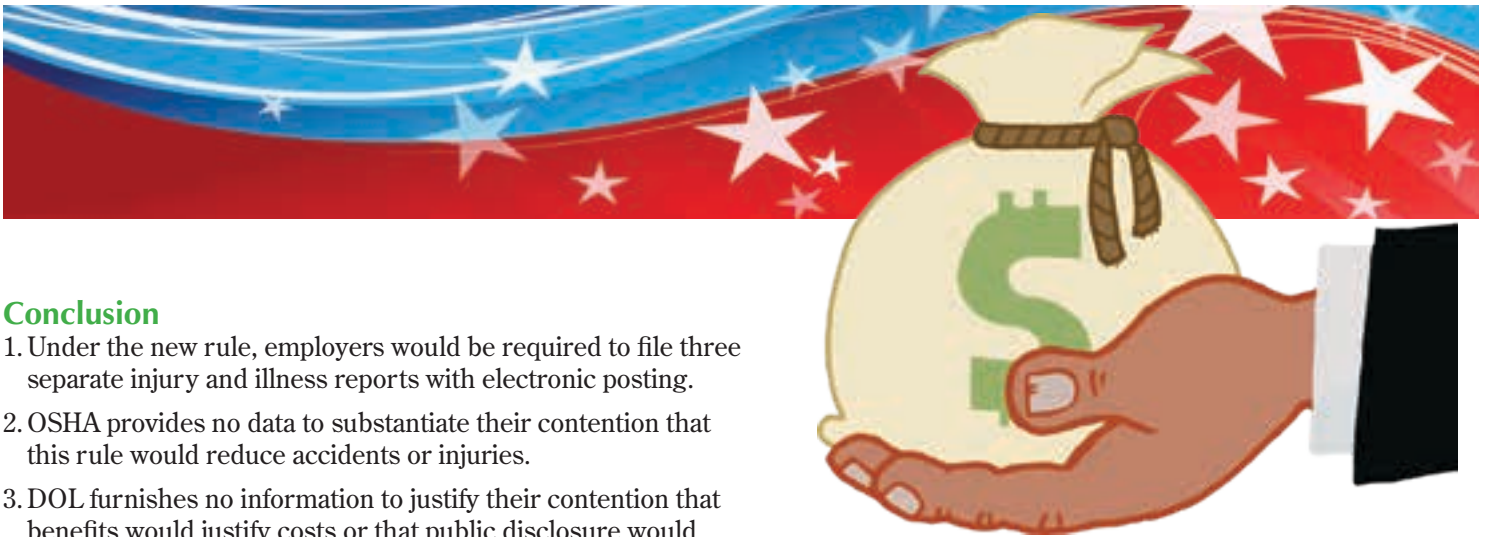
The time required for employers to submit data under the new rule will be significant. The proposal mandates data submission by March 2nd of the calendar year following the collection, review and recording of the data generated by injuries and accidents. Any changes to reports as a result of investigation must be provided to employers in time for adjustment and adaptation. The March 2nd deadline does not afford sufficient time for employers to collect and submit finalized data. Moreover, employers must sometimes initiate protracted inquiries to determine whether an illness or injury is required to be reported. Belated findings will sometimes dictate changes in previously reported data. OSHA's current procedure for such corrections is patently flawed and requires resolution of timing issues if the public is expected to rely on this information for accuracy.

### Impact of OSHA Recordkeeping and Reporting Changes

OSHA seems oblivious to the major business disruptions caused by its impetuous and frequent revisions of reporting requirements. Small businesses are singularly impacted and the previous mandates in 2016 results in both insufficient and excessive data submission.







## Conclusion

1. Under the new rule, employers would be required to file three separate injury and illness reports with electronic posting.
2. OSHA provides no data to substantiate their contention that this rule would reduce accidents or injuries.
3. DOL furnishes no information to justify their contention that benefits would justify costs or that public disclosure would increase employers' awareness of potential hazards.
4. It is widely believed that whatever threshold number of employees a company must have before the new reporting rule is triggered, that threshold will be gradually eroded to cover smaller and smaller businesses.

## MISAPPROPRIATION OF PANDEMIC FUNDS

The U.S. Department of Labor reports that at least \$163B of the \$873B expended on unemployment insurance during the COVID pandemic was spent in error, with a "significant portion attributable to fraud." Only about \$4B has been recovered. When the pandemic lockdowns first began, checks were sent out without sufficient oversight—some say careless error or worse because investigators have now identified large fraud schemes including groups in China, Russia and Nigeria along with millions of individuals who claimed eligibility for funds by lying about their employment status or applying under contrived or stolen identities.

In late June Republicans in the House Ways and Means Committee introduced a bill to trace the flow of wasted funds and fix the broken disbursement system. It appears that the state governments which physically disbursed the funds have done little by way of recovery and restitution. The House Ways and Means Committee is discussing how to incentivize states to launch serious recovery initiatives by allowing them to retain 25% of federal funds recovered. California, for example, has identified \$11B in fraudulent payments and has leads on another \$20B. The federal bill also centralizes state verification systems by conditioning payouts on background checks against national databases such as the social security master death files.

There is little doubt that the generous \$600 weekly supplements made this program a lucrative mark for scammers and that discouraging a return to work was all some able bodied workers needed to stay at home. Americans who worked through the lockdowns and those who struggled to return to the workforce will applaud the crackdown on unemployment fraud. The November elections will force incumbents and challengers to the table to discuss fraud and recovery, even though Congress has basically avoided the subject up until recently.

## H.R. 5823

The Pandemic Risk Insurance Act of 2021 was introduced in the House on November 2, 2021 by Rep. Carolyn B. Maloney (D-NY) and referred to the Committee on Financial Services. There are 12 cosponsors. This legislation would provide compensation to insurers if they incur losses as a result of coverage related to pandemics and outbreaks of disease. All insurers must participate in the program by offering coverage of losses due to infectious disease for which a covered public health emergency is certified by the Department of Health and Human Services.

## LEGISLATION

### S. 3625

The Employee Retention Tax Credit Reinstatement Act was introduced by Senator Margaret Hassan (D-NH) on February 10, 2022 with its cosponsors, 7 Democrats, 4 Republicans and 1 Independent. The bill would amend the Internal Revenues Code of 1986 to temporarily reinstate the employee retention credit for employers subject to closure due to COVID-19. A companion bill, H.R. 6161, was introduced in the House on December 7, 2021 and referred to the Committee on Ways and Means.

## LETTERS

AWRF joined other signatories in letters to the White House and Congress, respectively; first urging an end to the ban on new oil and gas exploration on federal property, restoration of cancelled lease sales and maximization of offshore potential; and secondly, opposing the so-called Inflation Reduction Act of 2022, which would have little or no impact on inflation, and would discourage investment and economic growth and undermine American innovation. This bill passed the Senate on August 7th along strict party lines (50-50) with the Vice President breaking the tie.





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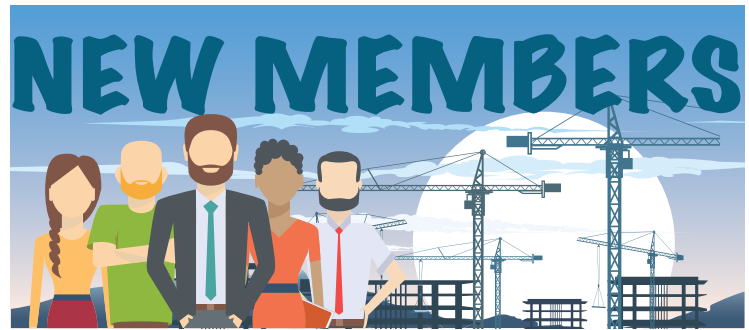
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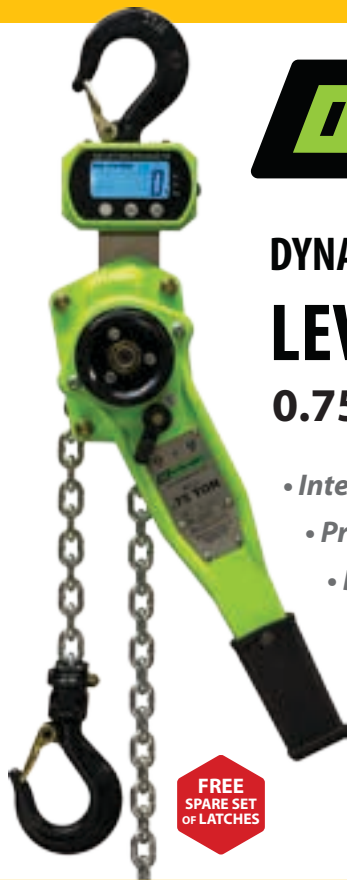
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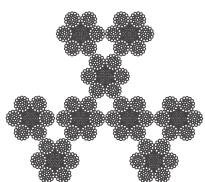
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## Not Too Soon to Prepare For The Holidays

### How to enter the Holiday Season with a "buffer"

by Nicholas Chase

On average, adults will add bodyweight to their frame on a yearly basis...and they will not lose it. This means, unless a light amount of weekly focus is centered on nutrition and exercise, any given human could be 5 pounds heavier next year and even 20 pounds in three to four years. The probability of losing that weight, even with massive structure and coaching, can take 2-3 times longer. However, the ability to maintain weight and prevent the large gains over the holiday season can be lessened with only a few light additions to your daily life.

1. Get to bed earlier, by a few minutes every day, until you are able to wake up feeling rested. Rest is a word foreign for most, yet it is the most impactful aspect of maintaining healthy body weight. Without a reliable sleep structure our bodies can be left wanting, craving and gaining.
2. Drink more water and avoid sugar more often. When we are told that a can of Coke can clean even the dirtiest toilet if left sitting in the bowl overnight, we should run for the hills when presented with the option. Even the most successful athletes with the best bodies can put on weight when taking on regular servings of soda. However, when the body is adequately hydrated on a regular basis, the body will have less craving for salty snacks and sweet drinks. Also, our body can detoxify itself efficiently with proper hydration.
3. Plan a morning walk or a light strength routine via YouTube. Some folks just don't like the gym, and this

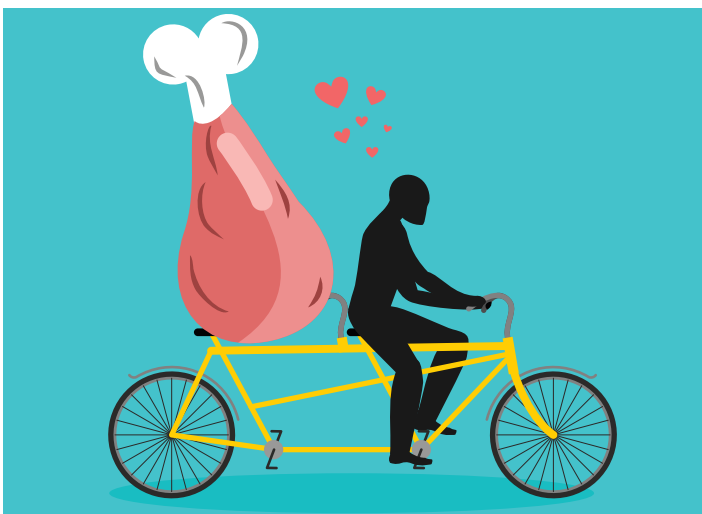


Nicholas Chase

can be a major barrier to weight loss. Often, a large amount of progress can be derailed by the smallest inconvenience. As humans, we are equipped to cope with the harshest conditions. Just look at what our bodies can handle in terms of weight gain and weight loss. Even the biggest bodies still function, even under extreme duress. This means given the proper planning and motivation, the body can accomplish extreme feats and rejuvenate easily. It's never too late to start a morning walk routine, or a light core session in the comfort of your own home.

4. Control your menu during the holidays and remember to enjoy some treats but within reason. Of course, you should indulge and love your own home cooking... but set some portion control guidelines to help. At any point, when feeling "full", wait until that feeling subsides before slamming more comfort food. Also, set up a successful meal by eliminating alcohol, appetizers, main course and desserts as a regular occurrence. Save a full course meal for special occasions and even then, allow yourself to sample rather than cram. It's a bit lame but the term "all things in moderation" can change a life.

With only 4 small adaptations, the holiday season could lead to less weight gain, less regret from feeling too full and a better start to your new year. Also, if a few habits can make such a strong impact, the level of momentum will certainly compound to a massive change. The number one reason people make a life-long change, is either because they finally FEEL amazing or because they finally hit rock bottom. It should not take a life-threatening moment in life to make a positive adaptation. Start off with a plan, a support system and make sure this holiday season pushes you towards success!



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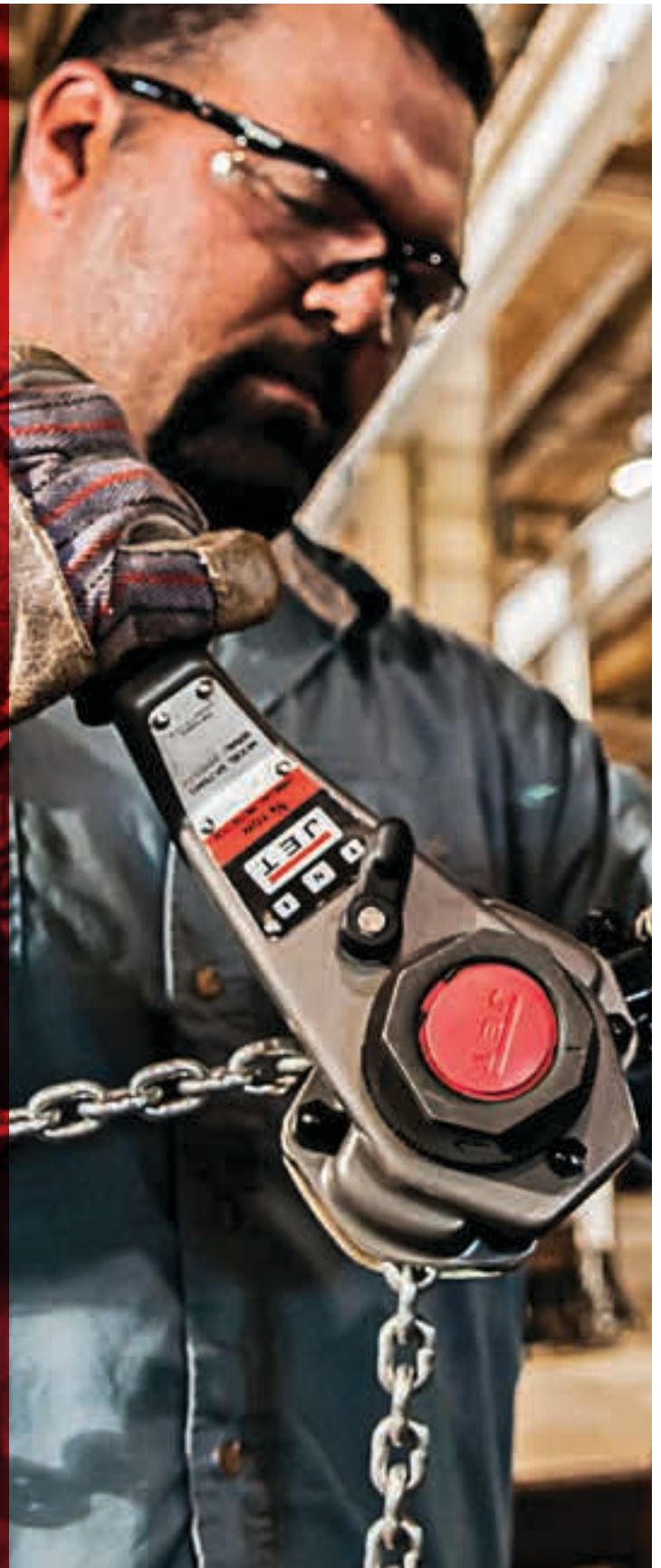
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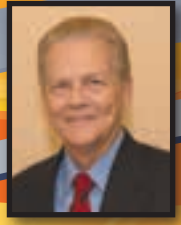


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## PENDANT LINE FAILURE WIRE ROPE PULLING OUT OF RESIN SOCKET

DONALD L. PELLOW – P.E., PELLOW ENGINEERING SERVICES, INC.

In as much as instructions for attaching resin poured sockets onto wire rope is widely known in literature from resin manufactures, instructions from wire rope fabricators, guidelines in industry handbooks and experience of pouring resin sockets; wire rope assembly failures have occurred with wire rope slipping out from the resin socketing material during field usage. This mode of failure is unusual and is highly improbable when correct resin socketing procedures are followed. This paper addresses such a failure of wire rope slipping out of a resin poured socket under loading conditions and presents the analysis based upon the evidence submitted for evaluation. The root causes of this incident is discussed, which is based upon the findings and conclusion in this report.

Upon arrival at the laboratory, the incident socket was longitudinally cut in two taking care not to destroy or distort the broomed end of the wire rope or the resin material within the socket. Photograph #1 depicts the two halves of the socket which still contains the resin material in place along with the section of broomed wire rope which was originally inside the socket at the time of failure. A close-up view of the inside conditions of this socket after cutting shows the amount of resin inside the socket as was present during field usage, and the imprints of the many broomed wires within the resin material are also evident (Photograph #2).

The wires appear to have been broomed to the correct angle to fit properly into the socket. However the length of broomed wire rope that was placed in the socket at the time of fabrication is approximately 4 ¾" which does not reach the top of the 5 ½" socket bowl length. Therefore there was an insufficient length of broomed wire rope placed into the socket during socketing.

Inspection of the broomed wires reveals wire rope lubricant contamination on the wires at several locations, as shown in Photograph #3. This indicates insufficient cleaning of the wires before being placed into the socket bowl and pouring of the resin.

Photograph #4 is an end view on the broomed wires. Note the various locations where the wires are still "wrapped" around each other which is evidence of improper brooming of the wires to completely separate them from each other. This prevents resin contact with all the wires for achieving full holding power of the resin.

Also, there was an insufficient amount of resin poured into the socket, leaving about a ¼" depression the top of the socket, again shown in Photographs #1 & #2.

Photograph #2 also shows that the resin did not equally penetrate around the circumference of the socket and did not fully fill the socket down to nose of the socket.

The higher magnified Photograph #3 of both the broomed wire rope and the resin in contact with the wire rope wires reveals faulty socketing procedures. That is, there are pockets of wires that are unbroomed which not only prevent the resin from contacting them, but also inhibits the flow and penetration of the resin throughout the socket bowl.

There is evidence in the channels of the resin, where wire rope was once positioned, of rust or corrosion residue (Photograph #2). This rust or corrosion may have developed prior to socketing, or could have been a result of voids or cracks within the resin allowing moisture to penetrate to the broomed wires.



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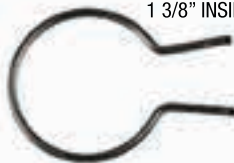
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**Photo #1** *Two Socket Halves and Broomed Wire Rope*

Field reports of slight overloading the wire rope assembly beyond its rated capacity have been mentioned but they claim the loading forces were well below the wire rope breaking strength. This occasional overloading condition, although not an acceptable practice, appears not to be a factor in the wire rope pulling from the socket.

In summary, as with most wire rope assemblies, there is not only one root cause of failure. This failure analysis revealed several causes that, when acting in unison, led to the wire rope pulling from the socket. These can be summarized as the following:

1. The broomed wires were not totally separated and broomed, as evidenced with several locations of wires still twisted together.
2. The broomed wires were not properly cleaned as many of the wires still contain a light surface residue of wire rope lubricant.
3. The wire rope length inserted into the socket was approximately  $\frac{3}{4}$ " short of reaching the top of the socket bowl.
4. There was an insufficient amount of resin poured into the socket bowl which left a  $\frac{1}{4}$ " depression at the top of the socket.
5. The resin did not fully penetrate down to the base or nose of the socket, and did not equally fill the voids around the circumference near the nose of the socket.
6. The finding of rust or corrosion in the voided resin channels within the socket suggests that the wires within the socket were exposed to moisture either before pouring of the resin, or from cracks or voids within the cured resin which would allow penetration of moisture into the resin cone during field usage.



**Photo #2** *Resin Poured to  $\frac{1}{4}$ " From Top of Socket*



**Photo #3** *Broomed Length of Wire Rope In Socket*



**Photo #4** *End of Broomed Wire Rope Within Socket*



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by Dave Rosenberg,  
CPBA|CPDFA, Principal of  
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*As a former Naval Officer and President of several companies, Dave Rosenberg understands the difficulties of managing tasks and personnel. Now he is on a mission to replace TGI Friday with TGI Monday. Dave is the founder and principal at Locked On Leadership, a consulting firm that focuses on practical tactical leadership skills that yield results. He is a Certified Professional Behavioral and Driving Forces Analyst and has worked with over 60 companies in 13 states arming them to achieve sustained and managed growth.*

**You don't know  
how strong a  
team you have  
until something  
goes wrong.**

## Locked on Leadership

### Your Team Counts On Relationships

It's what happened next that has me writing this article, my entire team came to my aid. Not just helping me off the ice either. They could have simply called an ambulance and left me to my own devices, they did not.

They helped me change out of my gear (except for my skate on my bad leg), packed my gear, made sure I had water and electrolytes to deal with the shock, and then someone drove me to the ER (wasn't sure if it was broken at that point), while another teammate followed in my car. While I doubt that comes as a surprise to anyone it is an important example of the power of relationships. Let me put this in perspective.

Most of our team has been playing together for the past 2 years. Some of us have played on other teams together and we've all played against each other at one time or another in the last 3-years. We only play once or twice a week and games are only 45-minutes long. We have occasionally socialized outside of hockey but that only happens once or twice a year. I bet we haven't spent more than 300 hours together over the past 3-years. In other words, we've spent significantly less time together than you would have with coworkers over the same period.

Yet, I believe we are much closer than many business teams I've seen over the decades.

You might think it's because we have a common goal, winning hockey games. Except most businesses have common goals as well, winning the customer acquisition game or the revenue accumulation game. No, the reason everyone came together is not directly because of our goals, but in fact because of our relationships.

Relationships are the glue that holds teams together, whether they are sports teams, business teams, or social teams of some sort. You may come together for a goal however you stay together because of relationships. We have one of the best locker rooms in the two leagues we play in. Everyone generally likes and respects each other. When we have differences in opinions, we voice them without attacking each other and we share many common values. We do this because we all value the locker room, it's what makes playing fun for us. We've played against teams that are more talented and have worse locker rooms. Some of the players on those teams are friends of mine, they don't have the relationships our team does, nor do they have as much fun.

You don't know how strong a team you have until something goes wrong. Last Friday I discovered how important relationships can be and how strong mine is with my teammates. I don't throw the word "friend" around lightly. For me, friends are someone I can count on when things get rough. Last week I found out I have a bunch of friends.

Things go wrong at work all the time. If your team is weak, it will fall on you to make them right. If your team is strong, you can count on them. What are you doing to create the kind of relationships with your team so you know you can count on them when you have to?

I hope you enjoyed this

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November 1, 1943 - June 22, 2022

It is with deep sorrow that we announce the passing of Gerald (Gary) Scheichl on June 22, 2022. Surrounded by family and close friends who sincerely hoped they could rouse him for his tee time, Gary has moved on to greener pastures, much to our dismay.

He is survived by his loving wife of 59 years, Sieglinde (aka "Schatze") and his children Stefan (Dina), Melissa (Scott), and Grandchildren Andrew (his doppelgänger) & Kate ("Pooopsie"). Of all his loyal family members, no one will miss him more than his trusty canine side-kick Spike.

We know that his friends and loved ones are shocked at this news - Gary was a formidable man, always full of life and energy. It's hard to imagine him not beating the odds and outliving us all! Amongst the many attributes that come to mind when you think of Gary Scheichl, his greatest legacy is likely how he lived his life to the fullest and how he was thought of by everyone who knew him.

How lucky he was to be the kind of man that makes saying goodbye so hard. We Love You, now & forever! Rest In Peace Dad.

May his memory be a blessing to all who knew him.




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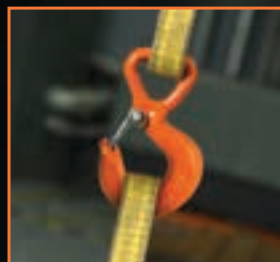
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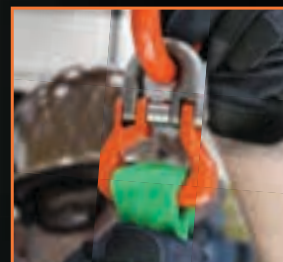
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# Five Ways The Inflation Reduction Act Will Reduce Business Owners' Taxes

by Gene Marks, For The Hill, Posted: August 18, 2022

Will the Inflation Reduction Act (IRA) reduce inflation? That remains to be seen. But one thing it will do: reduce taxes for many small business owners — or at least the business owners who take advantage of some of its provisions.

A lot has been written about the new law's tax increases, particularly on big corporations. There will be a new 15 percent alternative minimum tax on companies making more than \$1 billion. And there will be a new excise tax on stock buybacks. On top of that, the IRS will receive \$80 billion in additional funding to step up enforcement, a move that will impact both big and small firms.

These factors have made me somewhat critical of the new law because tax increases affect the money small businesses — and their employees — spend.

But there is some good news. There are five new goodies in the package that will save small businesses money on their taxes over the next few years.

For starters, there's the extension of the qualified business income deduction from 2025 through 2027. Otherwise known as the pass-through deduction, the popular write-off (enacted as part of the Tax Cuts and Jobs Act of 2017) allows many "pass-through" companies (S Corporations, partnerships and other entities where business income "passes through" to the business owner's individual return) a 20 percent deduction on their business income. This perk, particularly for those earning more than \$400,000, was on the chopping block during the IRA's negotiations. Not only did it survive, but business owners now have two more years to enjoy it.

Second, the IRA gives small business owners the opportunity to enjoy generous tax credits when they buy used or new electric vehicles. There's a \$7,500 "clean vehicle credit" for vans, SUVs and pickups costing \$80,000, and \$55,000 for all other vehicles.

There's also a credit of up to \$4,000 for a used vehicle tax credit. Both credits have income limitations. It's not clear whether this deduction can be enjoyed by businesses (it appears that it's not). But given the overlap of personal and business expenditures of the typical small business owner — particularly gig workers and freelancers — it's sure to be used somewhere. I

drove a Nissan Leaf recently and can vouch for how great these cars are. I'm betting the credit will encourage many entrepreneurs to buy electric vehicles like it, allowing them to save on their taxes and fuel costs.

Third, there's now a variety of tax credits and rebates available for individuals investing in energy efficiency improvements. This includes solar panels, batteries, energy-efficient appliances, water heaters, heat pumps and cooling systems. These are "residential" benefits, so it's unlikely that a business can take these same deductions when investing in similar equipment in their property. Regardless, it's a tax savings on the owner's individual return. And, in a hat tip to the corporate world, the IRA also modifies, extends and creates a variety of tax credits for green energy, construction, efficiency and other efforts by businesses primarily through 2033.

Businesses providing the types of green energy and environmentally friendly equipment and services that homeowners will be seeking will surely see an uptick in their demand too. For small businesses that buy or sell manufacturing parts used in renewable projects (such as wind turbines and solar panels), there are more tax credits available.

Finally, there's been an extension to the increasingly popular research and development tax credit. The R&D credit has been around for years and gives businesses of all sizes the opportunity to reduce the taxes they owe based on a formula calculated using expenses they've incurred to develop new products. Prior to the IRA, businesses could apply the credit against their income or payroll taxes, but if they chose to do this against their payroll taxes, it was limited to \$250,000. That limit has been increased to \$500,000.

The Inflation Reduction Act may reduce inflation in the long term. Or it may not. It may increase our deficits. Or it may not. Maybe it's a typical tax-and-spend bill adroitly passed before a major election. Or maybe it's a game-changing piece of legislation that will have positive effects for years to come. No one really knows.

But I do know this: Taxes are a profit-generating business owner's biggest cost. And this bill will certainly help business owners reduce them.



Gene Marks

## Gene Is A Columnist & Author.

*A past columnist for both The New York Times and The Washington Post, Gene now writes regularly for The Hill, The Philadelphia Inquirer, Forbes, Inc. Magazine, Entrepreneur Magazine and Fox Business.*

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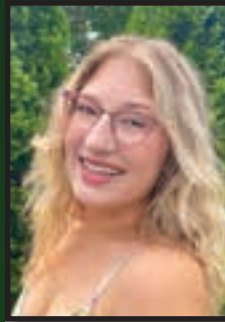
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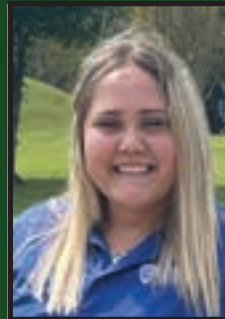
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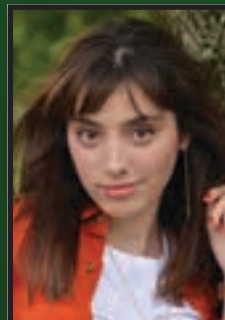
Hello! My name is Sophia Rodriguez and I'm a Sophomore at Auburn University. I'm in the highly competitive interior design program and I also work for the University as a resident assistant. My sponsor is my dad, Roman Rodriguez. He has worked for Certags, LLC. for the past 8 years. My future goals for my education are to continue making the dean's list and to graduate in the top 10% of my class. I also hope to run my own residential interior design firm in the future.



**Kaitlyn Bailey**  
**Southwest Wire Rope**

## AWRF SCHOLARSHIP

I am Kaitlyn Bailey. My sponsor company is Southwest Wire Rope and my sponsor person is Christopher Graham. I am a senior nursing student at Letourneau University. Following graduation in May 2023 I plan on applying to work at Texas Children's Hospital in the Houston medical center. I want to be a pediatric Oncology Nurse. I will be able to share my testimony with my patients and their families about my journey with childhood cancer.



**Grace Hamilton**  
**Voto Sales**

## AWRF SCHOLARSHIP

My name is Grace Hamilton and I am a current sophomore at Muskingum University. Matt Miller, SM of Voto Sales in Steubenville, Ohio was gracious enough to sponsor me through this experience, as well as Maria Hamilton, who was Voto's receptionist and data analyst. I am in pursuit of my Bachelor's Degree in both early childhood and special education, projected to graduate in spring of 2024. Again, I am grateful for the opportunity to represent Muskingum as well as Voto Sales. I would also like to credit the late President of Voto, Mr. John B. Miller for exposing me to such an influential management team, a wonderful, impactful company, and instilling both leadership and empathy into myself and everyone around him.





**Kaitlyn Hines**  
**Chant Engineering**  
**BILL FRANZ MEMORIAL**  
**SCHOLARSHIP**

My name is Kaitlyn Hines, and I am a rising junior at Rowan University studying Mechanical Engineering. This summer I had the opportunity to be an intern at Chant Engineering and it has been an amazing experience. I have done everything from performing design improvements for refurbished pull test machines to performing dimensional analysis of customer test subjects to generate Test Stand Design Specifications for Chant manufactured Test Stands. I have also designed components for new pull test machines, hydraulic power units, written test subject tolerance reports and performed run off testing of said test subjects. My future academic goals are to continue earning a place on the Dean's List each semester and to place highly in this year's SAE Baja International Competition with my team.



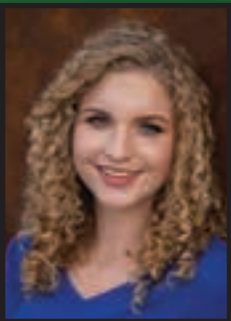
**Nour Beshir**  
**The Crosby Group**  
**RONALD J. WORSWICK MEMORIAL**  
**SCHOLARSHIP**

My name is Nour Beshir, and I am from McKinney, Texas. I am a sophomore at UT Austin majoring in Biomedical Engineering. My sponsor is Rasha Abouzeid from The Crosby Group. My future goals for schooling are to continue to go to medical school.



**Tyler Ashley**  
**Industrial Magnetics, Inc.**  
**"THE SIXTEEN GUYS" MEMORIAL**  
**SCHOLARSHIP**

My name is Tyler Ashley, and I am currently a junior at the University of Michigan. My company sponsor is Industrial Magnetics, Inc. and my sponsor is Elly Pascoe. I plan on graduating with a Bachelors in Chemical Engineering. I am very grateful for this scholarship as it will help me achieve my goals.



**Ainsley Dillon**  
**WireCo WorldGroup**  
**JURGEN PROHASKA**  
**MEMORIAL SCHOLARSHIP**

Ainsley Dillon, a recent graduate and valedictorian of Liberty North High School, was sponsored by Blake Chandler of WireCo WorldGroup and is the daughter of Dionne Dillon, Vice President of Product Engineering & Technical Services. Ainsley is attending Kansas University where she is studying Chemical Engineering and is looking forward to exploring the many different areas of emphasis in that field. She is also excited to be continuing her swimming career as a member of the KU Swim & Dive team.



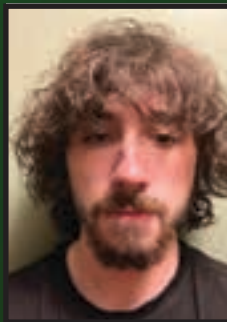
**Isaac Smith**  
**Industrial Magnetics, Inc.**  
**AWRF TRADE SCHOLARSHIP**

My name is Isaac Smith. Industrial Magnetics, Inc. is my company sponsor. My father and sponsor, Gordon Smith has worked at IMI for over 20 years. I have been working summers there for the last few years. I am thankful for this experience that has fueled my passion for welding. I am currently attending Kirtland Community College for a welding degree. Thank you again for this opportunity!



**Claire Galvin**  
**Loos & Company**  
**ROBERT H. ASHLEY MEMORIAL**  
**SCHOLARSHIP**

I am currently pursuing a Master's in Business Administration with a marketing concentration from Quinnipiac University in Connecticut. I work at Pomfret's Loos & Company, which is a subsidiary of Central Wire Industries, and serve as the Marketing Coordinator for the Wire Division. Through my past supervisor Robert Davis, I have learned about the mission critical applications that Loos and Central Wire products are used in. I hope to continue gaining marketing experience at Loos and serve in B2B and manufacturing environments.



**Connor Tait**  
**Suncor Stainless, Inc.**  
**The Donald Sayenga Memorial**  
**Scholarship - NACM**

I am Connor Tait, I'm from Carver Massachusetts and have been working in the industry for a couple of years now. My sponsor is Suncor Stainless with my manager Glenn. I intend on furthering my education to get a Master's degree in a 5 year program at Springfield College in Athletic Training. Throughout high school I have always loved athletics and working with athletes to get them back in the game is a dream of mine. Thank You. Thank you for this opportunity. It is going to mean a lot to me and help me with my future.

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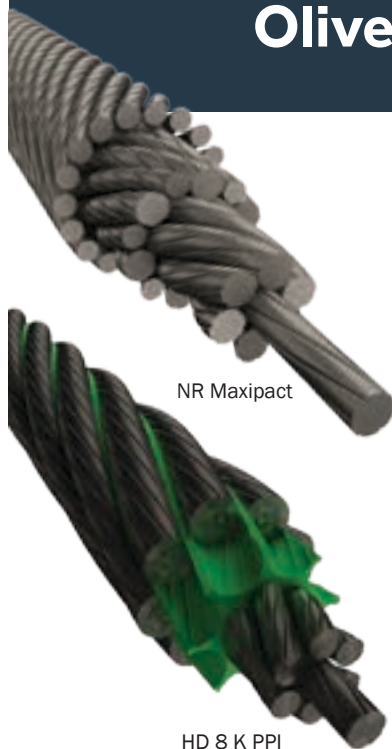
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## Modulift Spreader Beam range

Modulift, the lifting equipment specialist based in Poole, Dorset, UK has seen a large increase in the number of projects take place in the Modular buildings market over the last few months involving their products from the Modulift Spreader Beam range.

The Modular building market has been steadily increasing over the last 10 years with a number of companies offering modular solutions both here in the UK as well as internationally to combat financial pressures, time constraints and meet environmental targets around sustainability. As a result Modulift has seen an increase in the need for their products from the smallest in their range, the MOD 6, right up to the MOD 250 for transporting and installing Modular Buildings.

One of Modulift's returning customers, who manages projects and lifts in this sector using the complete Modular Spreader Beam range, most recently completed a project that was for a new Modular hotel. The project, which was for the installation of Modular hotel rooms separated by an integral central corridor, weighed 18.5 tonnes and used both MOD 24'S and a MOD 50 for a one over two solution to complete the installation.

Operations Director for the leading Modular Solution company said, "The MOD 24 and MOD 50 Spreader Beams are perfect for these types of operations due to the flexibility in the weights and spans they are able to lift. They're not the largest beams within the Modular Spreader Beam range but they get the job done."

John Baker, Commercial Director for Modulift said, "We're seeing a lot of companies enquire with us about our Spreader Beam range specifically to use in the Modular building market. As Modulift keep a large stocked warehouse of our off-the-shelf products, we can deliver to our customers within one working day. Obviously, we appreciate that not everything can be done with the "one size fits all solution" and if customers require custom built lifting frames for their project, Modulift can design, manufacture and deliver all within a 4 week time frame."

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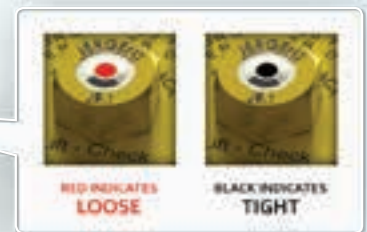
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## DLM Wireless Load Pins for Atlas Winches

Dynamic Load Monitoring (UK) Ltd. (DLM), of Southampton, has customised wireless load pins for installation in winches supplied by Essex's Atlas Winch & Hoist Services (Southern) Ltd. Collectively, they are used for cable pulling applications in the construction of offshore wind turbines.

DLM is a specialist in the design, manufacture, repair, and calibration of load cells, load monitoring, and cable working equipment for the offshore, renewable energy, marine, subsea, and lifting and rigging industries. In this instance, it supplies load pins for installation by Atlas in various capacity capstans, which work in tandem with hydraulic power units (HPUs). The "load pin winches" are typically purchased by Atlas's clients for long-term use.

Martin Halford, managing director at DLM, says: "Atlas is a valued customer that uses our load pins in their winches for this important end-use application, but we have collaborated on several projects over the years, and we also manufacture force measurement solutions for other projects in this fast-paced industry. We supply the load pins ready-machined; they just need to be installed in the winch mount point. Our respective design teams communicate and share drawings to make sure the items fit and work together."

When constructed, the power generated by a turbine is transmitted to an offshore substation before then going to the mainland. This requires miles of subsea cabling, and the final stage of pulling cables into the foundation of each turbine or to the substation is completed by special winching equipment and, here, a state-of-the-art load monitoring system is provided via the load pins. The equipment has combined on various UK and European offshore wind farms.

Anton Lavery, managing director at Atlas, explains that the final section of each cable—approx. the last 200m—is pulled from a vessel into the base / foundation of a turbine or to the platform of an offshore substation. The electrical cable is high specification and high value, and it is therefore important to monitor the load applied during the pulling process.

He says, "A spike in the load applied might indicate a problem and it is also important that the cable installers can demonstrate and prove that the cable has not been over-strained during installation. Cables have a maximum load that they can be exposed to and if this is exceeded the cable warranty will be invalidated."

Historically, Atlas has produced several 6t capacity capstan winches and HPUs, having originally provided them for a client called Cwind in 2014. Last year, it supplied a larger, 9t unit to a client before taking an order for a further eight of the same capacity. Atlas has since designed 11t and 12t capstans, which follow the same design concept, incorporating load pins. The winches and HPUs are produced by its manufacturing partner, Marotechniek, based in the Netherlands.

### Manufacturing the load pins

When Atlas places an order, the load pins are designed by DLM's engineering team using in-house SolidWorks and other computer-aided design (CAD) modelling software, at which point the client can sign-off on technical drawings. The pins are then



*The customised wireless load pins are used for cable pulling applications in the construction of offshore wind turbines.*

machined from stainless steel using a computer numerical control (CNC) lathe at DLM's sister company, Vulcan Offshore. Once a load pin returns to DLM, it is ready for the strain gauging process, which is a "very intricate and delicate process," Halford says.

Next, DLM builds the TW-3.0 transmitter electronics into the orange telemetry end cap, designed by in-house engineers, and wires it up to the strain gauges. The load pin is then proof loaded, calibrated, and tested prior to goods outward inspection and finally dispatch.

Halford adds, "Each [load pin] is generally different to the next as they are typically custom-designed for the application. The common part is the telemetry end cap, which customers and end users are familiar with on several of our load pin / shackle load cells and running line monitoring products. Every one of our wireless products uses our own proprietary TW-3.0 electronics."

Notably, load pins represent approx. 60% off all DLM load cell sales, and it can custom-design to any size. They can be paired with a TW-3.0-T display, which has the capability to integrate with data-logging / load test software on a PC, log directly onto a USB stick plugged into the base, or send out an analogue signal to a PLC system, depending on the model chosen. The handheld can communicate with up to 12 load cells simultaneously and one load cell can be connected to an unlimited number of displays.

Halford says, "This makes them ideal for use in cable pull-in applications as you can have one local winch operator on the turbine monitoring the pull-in tension, and an operator on the vessel viewing the load and logging the load values on a laptop using [data-logging] software or by logging directly into the client's survey suite. The client rep on board can also be provided with another handheld to provide confidence that throughout the duration of the pull-in, the cable is not damaged or overloaded."

In some set-ups, the winch is not installed with a load pin and instead a telemetry shackle load cell is used in a rigging arrangement over the top of the turbine platform above a snatch block to monitor the load. The TW-3.0-T display is unique in the fact that it has a maths function that allows for custom trigonometric equations to be added by the client to compensate for any angle variations over a sheave and output a line tension figure when measuring just the resultant load.

Lavery adds, "DLM provides an excellent, high-quality product, and outstanding customer service. There are alternative suppliers in the market but the [DLM] product is superior, and they are good people to work with. Business is very good. Demand is currently high in most sectors—construction, engineering, marine, oil and gas—but it is the utilities and renewable energy markets that seem to be the most buoyant."



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## Alaska Rubber Group acquires Industrial Supply Inc.

Alaska Rubber Group is pleased to announce the acquisition of Industrial Supply Inc. in Bellingham Washington. This addition expands ARG (Alaska Rubber Group) branch locations to twelve across Alaska, Washington and Oregon. This location not only extends the company's geographic reach, but expands its capabilities, product offerings and markets served.

*"Industrial Supply Inc. is an excellent fit for ARG. The location is perfect and will allow us to better serve the rapidly expanding industrial market between our Everett WA location and the Canadian border. We are picking up several new product lines with this acquisition, and we're also getting another location with rigging and lifting product fabrication capabilities. This allows us to grow that part of our business outside of Alaska, into the Pacific Northwest. More importantly, the team at ISI and the culture Rod and Dave have fostered are an excellent addition to our employee ownership model"*  
– Mike Mortensen, President & CEO

Industrial Supply Inc has been serving Bellingham and the surrounding area since 1954. Formerly Allied Supply, then later Industrial Supply Inc. Rod Jackson and Dave Clark have owned and operated ISI since 2007. ISI has become known as the one stop shop, fabricating and distributing a full portfolio of Industrial and hydraulic hose and fittings as well as lifting and rigging products, chemicals, abrasives, ground engagement products and much more. The team in Bellingham has an excellent reputation for superior customer service. This model will continue as both Jackson & Clark will remain engaged in the success of the location as they lead their team to further growth and participation in employee ownership as part of the Alaska Rubber Group.

Alaska Rubber Group is an employee-owned independent industrial distribution company headquartered in Anchorage Alaska. More can be found by visiting, [www.alaskarubbergroup.com](http://www.alaskarubbergroup.com)



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**ISSUE**      **CLOSING**      **STREET DATE (See Note Below)**

#172      February 18th      March

#173      May 20th      June

#174      August 12th      September

#175      November 11th      December

**NEXT ISSUE**

**NOTE:** Street date is discretionary and may be adjusted to coordinate with OR around an event to provide timely, pertinent information for our readers.

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## New premium Talurit® 800T swager released

Talurit Group have developed and manufactured swagers for over 70 years. As a pioneer in its segment, their swagers have worked on sites throughout the world gaining a sterling reputation for reliability, efficiency, and durability. Now they are launching a new 800T swager with many value-adding features and a focus on easy and safe operation.

With a dynamic approach to the development and design of their products and system solutions, Talurit Group has stayed adaptive to current and future market demands. All Talurit®-branded machines are manufactured at the parent company's certified facilities in Sweden where the engineering team also is located. With subsidiaries in Germany, United Kingdom, Singapore and China together with a strong network of authorized distributors, the group has representation in most industrialized countries.

Talurit® swagers have led the way forward since the 40's by continuously improving and adding new technologies that result in a higher return of investment for the customer. This year they are announcing the launch of their new 800T model, reinforcing their industry-leading portfolio of premium swagers further. The latest addition has a maximum swaging force of 8000 kN and combines field-proven solutions with new advancements. It comes generously equipped as standard with silencer, guided die holders, touch screen, built-in oil cooler and variable speed. Through excellent design and efficient use of material and power, the environmental footprint is drastically reduced both during manufacturing and under usage. For example, the Talurit® 800T swager needs 40% less natural resources during manufacturing and uses less than half as much hydraulic oil as the competition.

The large 10" touch screen has a clear and intuitive interface that can be used while keeping the working gloves on. Swaging results are perfected through the smart control system that allows the operator to easily access all the individual parameters and monitor the process. Truly developed with the operator in focus, the body is shaped to give large open access to the swaging area with 725 mm free space between the pillars. Furthermore, the working environment is enhanced through automatic control of the sound level, minimizing it to only 55 dB when not swaging.

Production cycle time is very fast, and overall efficiency is boosted thanks to the utilization of variable



speed. This smart feature allows the speed to be adaptive and gradually slow only as the swaging force starts to increase, resulting in a much higher average speed during the cycle. Guided die holders prolong the machine's lifespan and ensure minimum wear as it absorbs eccentrically applied forces during swaging operations where the sleeve, end stop or terminal is turned repeatedly.

Talurit Group's many years of experience as a global player and leading manufacturer are evident in the smart design and superior build quality of their machines. The new 800T swager makes no exception, it is a demonstration of their R&D strength and ability to stay proactive in meeting their customer's needs. Production is already set in motion and the first machine sold has been delivered to Italy earlier this summer.

Victor Lindh, CEO at Talurit Group, comments:

*"Equipped with smart and value-adding features for safe, ergonomic and efficient swaging operation, we believe that this new model is set for success. The long-lasting design not only saves the resources needed to build new swagers – it supports resale values when customers choose to renew their machine inventory in the distant future."*

Rikard Reijer, Research & Design Engineer at Talurit Group, comments:

*"With the 800T swager we are able to combine technology proven a thousand times over with new innovative solutions and offer not only high performance and eco-efficiency, but a machine that you really enjoy using even for longer shifts. I think many will be amazed over how user-friendly, quiet and compact it is for a swager of this capacity."*

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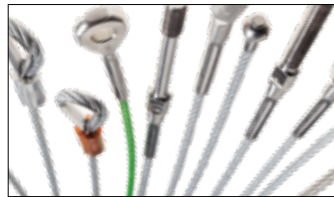
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by Dave Rosenberg,  
CPBA|CPDFA, Principal of  
Locked On Leadership, LLC

*As a former Naval Officer and President of several companies, Dave Rosenberg understands the difficulties of managing tasks and personnel. Now he is on a mission to replace TGI Friday with TGI Monday. Dave is the founder and principal at Locked On Leadership, a consulting firm that focuses on practical tactical leadership skills that yield results. He is a Certified Professional Behavioral and Driving Forces Analyst and has worked with over 60 companies in 13 states arming them to achieve sustained and managed growth.*

**“if you can’t  
measure it, you  
can’t manage it.”**

## Locked on Leadership

### How Do You Measure Accountability?

There is an old adage in business, “if you can’t measure it, you can’t manage it.” While everyone agrees that accountability is important, few take the time to actually measure it. This is a huge problem. Without accurate metrics, we have no way to know if our efforts to improve are successful.

#### The Difficulty in Measuring Accountability

The first problem is that most people don’t really know what accountability is. They think it’s the same thing as responsibility. In my post Why You Shouldn’t Make Team Members Responsible, I discuss the differences between the two. In short, responsibility is our ability to respond, that is act. It is time-based and not dependent on the effectiveness of what we do. While accountability is our ability to account for or follow procedures. In other words, accountability is doing things accurately while responsibility is doing things in a timely manner. If you want to have great service, both responsibility and accountability must be objectively measured.

I am going to give you two of my favorite ways to measure accountability. The first is with some kind of quality check. In manufacturing this is common. Depending on the type of production either some or all

the products coming off the line are measured to see if they meet well-defined specifications. The assumption is that if someone doesn’t follow procedures then quality will fall below a set baseline. This doesn’t mean every failed check represents a breakdown in procedures, there could be other factors in play like material failures or system failures. However, if quality failures fall below the acceptable threshold it triggers an investigation to determine if the problem is systemic or personnel related.

QA/QC (quality assurance/quality control) checks like this are great in manufacturing they may not work well in service companies where different procedures may still provide a good result. In a service environment, I recommend the use of Quality Boards or Q-Boards as I like to call them. We used these to great effect in the moving company I ran. When a service failure is identified, we defined a service failure as any time the customer requested money back from their move, we would convene a board and quiz all of the movers on the procedures they used. Most of the time the failure was caused by the movers trying to cut a procedural corner. While some procedural slips went undetected, egregious ones did not. Furthermore, it gave us an objective way to measure accountability or compliance with procedures. When a mover had multiple boards, they became a subject of discipline and sometimes dismissal.

In both cases, since everyone knows they either are or may be under scrutiny, they comply with procedures. This then gives you the ability to improve procedures systematically and determine if your improvements result in more or fewer failures. Ultimately, this is a measure of accountability.

Do you need help measuring accountability? Email me and I’ll help

I hope you enjoyed this

For more articles by Dave Rosenberg visit  
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## Press Release

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### Bishop Lifting Products Acquires All-Lifts, Inc. and Expands Their Reach into the Northeast

Houston, TX – August 3, 2022 – Bishop Lifting Products, a portfolio company of Altamont Capital Partners, announced today the completed acquisition of All-Lifts, Inc., headquartered in Albany, New York. All-Lifts was founded in 1966 and has been owned and operated by the Dewey family since 1978. Since then, the company has grown into a leading fabricator of wire rope slings, synthetic slings, alloy chain slings, and below-the-hook lifting devices. Following the closing, Brian Dewey will assume a leadership role at Bishop Lifting Products.

All-Lifts marks Bishop's eighth acquisition since 2012 as part of Bishop's ongoing strategy to build the company into the country's leading provider of lifting products and services. Through scale and an expanding geographic footprint, Bishop will be able to deliver even greater service and lifting solutions to customers. Including All-Lifts, Bishop has 26 locations across the country offering a full line of lifting products and services. All-Lifts will continue to operate with its full workforce.

"We're excited about our first acquisition with our new partner Altamont Capital and to continue our successful strategy of building Bishop through acquisitions and sound business strategies," said Harold King, President of Bishop Lifting Products. "All-Lifts has a rich history as a family-owned and -operated business and we are proud to welcome Brian Dewey into the Bishop Lifting family, working with him to continue his family's legacy and leaning on him and his team to help fuel the growth of our combined platform. All-Lifts will be a great addition to our footprint in New York and the Northeast as we continue to build out our national footprint and continue our focus on high quality products and customer service."

"All-Lifts is a family business at its core and we are excited to join Bishop to continue the work we've been doing for decades," said Brian Dewey of All-Lifts and newly appointed Northeast Regional Vice President for Bishop Lifting. "Bishop is a great home for All-Lifts and we are confident that they will be a great steward of our family's legacy. We will be even stronger as part of the Bishop team and look forward to accessing their national reach and broad set of products and services to better serve our current customers and add new customers."





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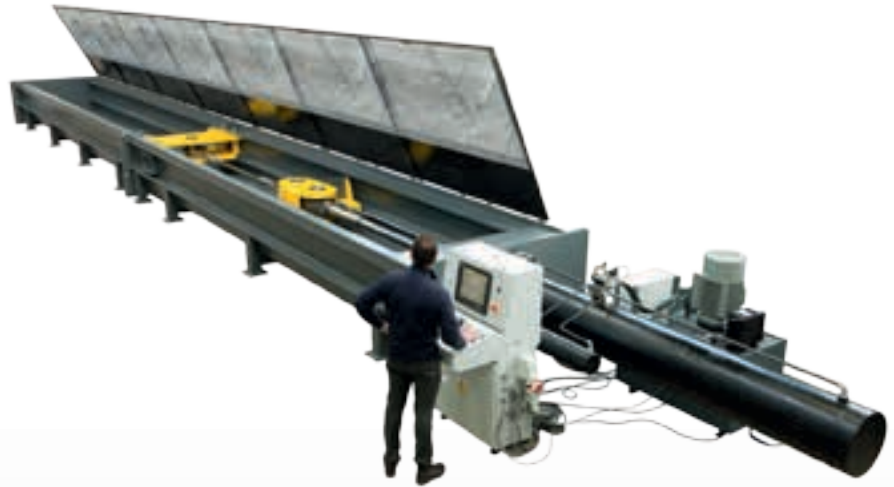


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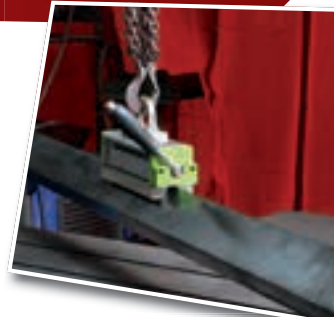


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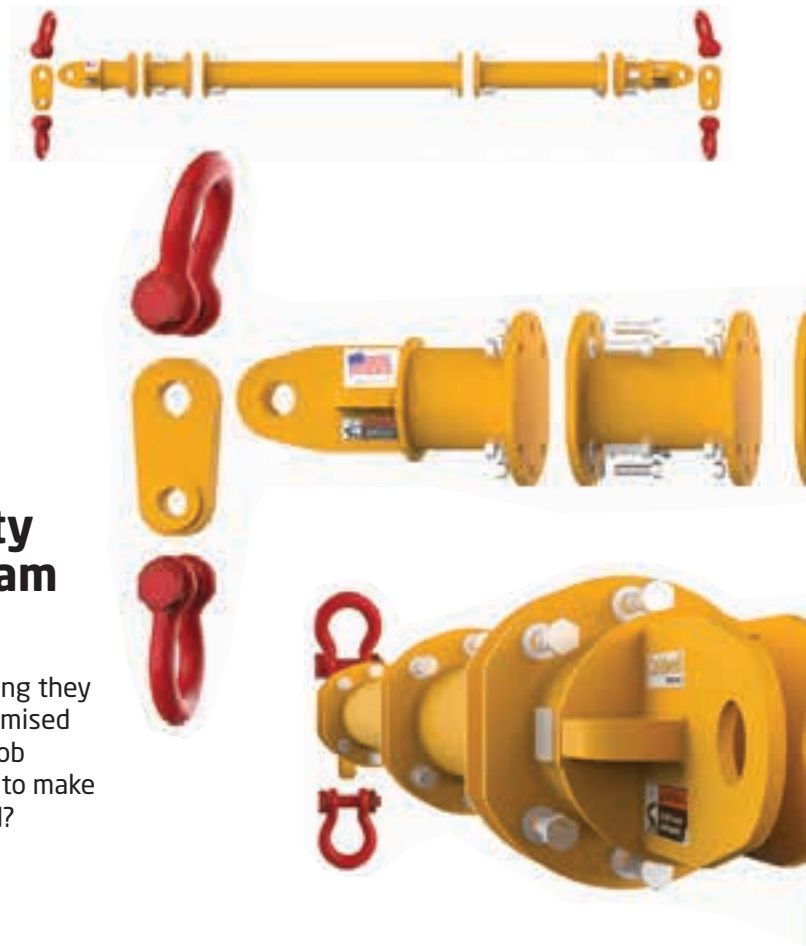
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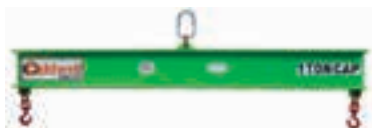
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