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The Will-Burt Company

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Comments

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"Future Worker Management"



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AN EMPLOYEE OWNED COMPANY

July 19, 1993

MEMORANDUM OF THE WILL-BURT COMPANY

Commission on the Future of the Worker-Management Relations

THE WORKPLACE.

Will-Burt operations consist of (4) plants totaling 180,000 square feet. Two of our facilities were built in the 1890's while two were built in the 1970's. One plant consists of 111 employees fabricating sheet metal for job shop work for customers such as Caterpillar Tractor. Another plant of 59 employees machines gears, shafts and racks for hydraulics, engines, etc. A small 2 employee assembly plant assembles meat process equipment. A larger 51 employee assembly plant assembles Will-Burt company products as well as other corporations products such as large conveyor systems for the printing industry.

THE COMPANY.

Will-Burt was incorporated in 1918 and over the years has evolved into the four plant operation described above. It was family owned up to 1986 at which time due to a \$6.2 million product liability settlement (joint & several) the

company changed from family owned to 100% ESOP in December of 1985. Over 80 people were laid off and over \$5,000,000 in job shop business was passed back to the customers.

From 1986 to today the company has changed cultures to the highest educated company of its type in the United States. We have surpassed the \$20,000,000 per year in annual revenues of 1985 with less office and factory people. We owe \$175,000 on a \$3,500,000 loan taken out in December 1985. Our wage rate is \$.20 over the average for our type work and our benefits exceed many large companies in North East Ohio.

LABOR ARRANGEMENTS.

Will-Burt has never been a part of a national union. Their were several attempts to organize Will-Burt in 1980-84 without a vote being taken.

WORKPLACE COMMITTEES.

Will-Burt has organized and placed in effect:

- A. Office & Factory Teams regarding Problem Solving;
- B. Factory Teams regarding Safety, Efficiencies, Quality, Personnel and Costs;
- C. ESOP Committee consisting of Office and Factory representatives;

WORKFORCE.

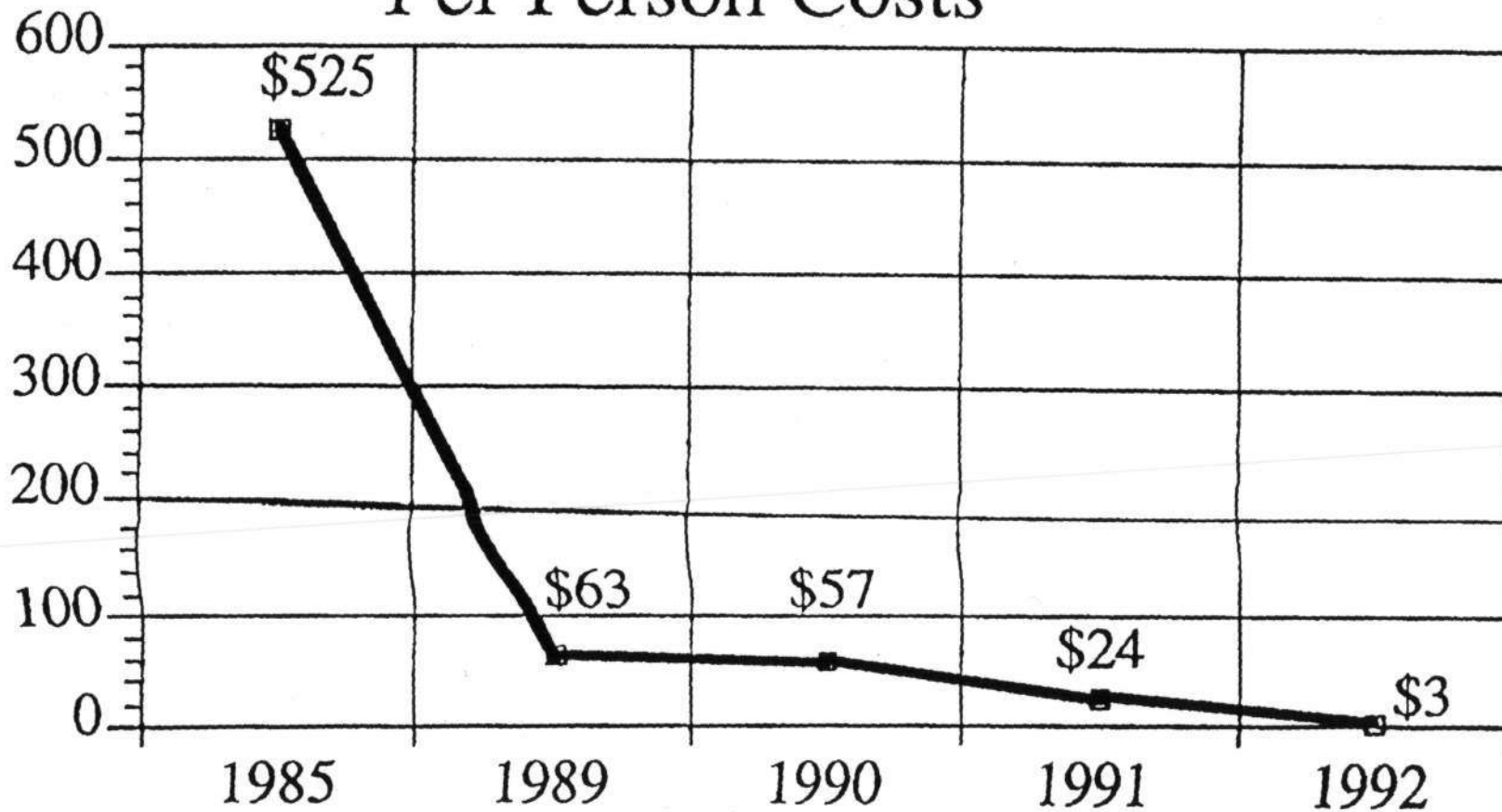
Our workforce consists of 80 office and 210 factory personnel. We have over (50) fifty occupations if you count, for example, Mig, Tig and Spot Welding as three occupations. We hire under four Classifications established in 1987:

- A. General
- B. Semi-Skilled
- C. Skilled
- D. Craftsperson

Department of Labor Affirmative Action Department in June of 1993 determined we have a 8% minority population within our company versus the area minority population of 6%.

CLAIMS PAID*

Per Person Costs



* Per Gates / McDonald - Dec. 1990

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