

YOUNGSTOWN STATE UNIVERSITY

ORAL HISTORY PROGRAM

History of Industries in Youngstown

Personal Experience

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EDWARD A. BURY

Interviewed

by

Janice Cafaro

on

November 18, 1986

YOUNGSTOWN STATE UNIVERSITY

ORAL HISTORY PROGRAM

History of Industries in Youngstown

INTERVIEWEE: EDWARD A. BURY
INTERVIEWER: Janice Cafaro
SUBJECT: General Extrusion's manufacturing history,
union relationships, incentives, profits,
expansions, slow downs
DATE: November 18, 1986

C: This is an interview with Mr. Edward Bury for the Ohio Historical Society and the Youngstown State University Oral History Program, on the Industrial History Project, by Janice Cafaro, at 4040 Lake Park Road, Youngstown, Ohio, on August 19, 1986, at 10:00 a.m.

Mr. Bury, could you tell us a little bit about your family, where you were raised, [where you] went to school, and your background?

B: I'm married twenty-nine years, and I have two children. My son is age twenty-eight, and my daughter is age twenty-five. My son is a radiologist, and my daughter is a retail store manager. I was born and raised in Youngstown. I went to Bennet Grade School and Woodrow Wilson High School. I have no college education.

I was hired here at General Extrusions right out of high school in 1953, and I worked in our machine shop making intrusion dyes and dye repair. I worked in there for a few years, and then I was promoted to an intrusion dye repairman in the intrusion, after a period of time. I was promoted to a supervisor in the extrusion department, after about three years with the company. I was a supervisor for approximately two

years. I was promoted into the office to do drafting work, estimating of new jobs, and engineering type work. There, I got into sales and order entry, which I worked [with] for approximately fifteen years. After that period of time in 1968, I was promoted to a production manager's position. In 1982, I was promoted to General Manager, which is my current position. I am in charge of both the Youngstown and Union City Plants. My duties generally consist of managing both the Youngstown plant and the Union City plant. Some of my day's activities are setting production requirements, dealing with union problems, labor problems, production problems, and quality.

C: When did you begin your sales position?

B: [I began] sales in about 1958.

C: While you were in sales, who were some of General Extrusions buyers?

B: Do you mean customers who we sold to?

C: Yes.

B: We sold to people such as Western Electric, General Electric, and a lot of companies that aren't as well known in the appliance field: people such as Magic Chef, who are makers of stoves and appliances; Universal Cribben, who is now Waste King, and manufactures appliances. We have numerous appliance accounts who we made trim and functional parts for their equipment. We are basically a manufacturer of parts for other manufacturers. We don't have an in-product of our own. We receive inquiries from people all over the United States. We quote on all of these inquiries. We get approximately between twelve to fifteen percent of our quotes turned to orders. The orders run anywhere from fifty pieces to fifty thousand pieces, depending on the product and what it is used for. We are in all kinds of industries. We are in appliances, electrical, picture frames, trophy shades, and building construction. Just about anyone who can use an aluminum extrusion for their product, we sell to.

C: Do you remember what your sales volume was while you were in sales?

B: Sales volume back then was two to three million dollars. Right now, we are at twenty million dollars.

C: Twenty million?

B: Twenty million.

- C: That is a large increase.
- B: The company was established in 1950. I started here in 1953. I have been here some thirty-six years now. It is a privately owned company.
- C: The aluminum extrusion business had not suffered general decline in wanted products or anything that other related steel industries have?
- B: Our business has been very good up until the last two years. We have grown steadily, and we had never laid people off until the last two years. Historically, we just worked six-day weeks. In the last two years. . . . We really don't have good answers to exactly what has happened, but [we are] not getting our share of the business as we did previously. We feel that it is not due to the foreign imports, but we do feel that there is probably more competitors around than there were back fifteen or twenty years ago. It was only five years ago, and we have numerous local shops that have opened up. They are what we call a full service facility, but they buy their extrusions from other extruders, and then fabricate the parts and other components to companies that we would normally sell to. The reason they are able to undersell us is [that] we are an unionized company. We have a very great benefit package program. They hire people in at \$3.50 or \$4.00 an hour with no fringe benefits and part-time workers. Consequently, even buying the material outside, you are able to manufacturer it for a lesser cost than we are, because their fringe benefit program is so, in comparison to ours. We do try to sell quality and delivery. That is what has gotten us to where we are today. We have always stressed quality and delivery. We are a one source purchase company. In other words, a customer comes to us, and we give them what they want. Whereas, they go to some of our competitors, and that competitor has got to rely on other people to buy their extrusions from, and do their fabrications themselves. Then, they have to send the parts out to be finished either by the painting method or anodizing method. They are not under 100% controlled destiny. They have got to depend on other suppliers to help meet their deliveries. We think that we have that advantage. A lot of our customers, when they get a lower price, have to try and see if these lower priced people can perform. There are many cases where our customers have left us temporarily, only to come back to us at a later date and tell us they tried this other supplier and had too many problems with quality or delivery. [They said] it wasn't worth the price decrease to continue dealing with these people.

We are hoping that we have a staying power. If we continue to do a good job and do a good part on time, the customer will be willing to pay a little extra money to buy from us, because they will be getting a quality part on time.

C: The problem with other smaller fabricators undercutting you is a . . .

B: We feel that this is probably one of our biggest problems that we have. Not only in the Youngstown area, but throughout the country, a lot of shops that started up small have shot up this way. Secondly, there are a lot of bigger shops basically, that focus all of their energies on the storm window market and the truck trailer industry . . . transportation industry. In the last couple of years, those markets have been somewhat slower. Some of the larger companies are now getting into what we call the fabrication business, which we are specializing in, so they are large enough and have enough volume to cut costs and match or beat our pricing in order to take the business away from us. There again, we find some cases where big companies can take the business away temporarily, but as soon as they get busy, they don't want to fool around with the smaller orders. In a lot of cases, most of the orders are under a thousand pounds per order. They are looking for large volumes at twenty or twenty-five thousand or a truck load at a time. Consequently, when they get busy, they are not interested in the type of work that we have been specializing in for all of these years. They don't serve the customers well, so these customers then come back to us, also. We are hoping that we have found what we call a niche market, so that we can overcome these temporary obstacles and continue our growth as we have in the past. We haven't grown by any leaps or bounds, but it has been a steady, slow growth. It has been growth over the thirty-six years we have been in business. We have been here in Youngstown since 1950. In 1983, we opened out southern plant in the South. That hasn't helped us an awful lot, because we had to transfer some of the business from the Youngstown operation, in order to get that plant going. We have found that the reason we are a little slower here also, is because of that situation. We have been able to maintain previous volumes; however, we just haven't been able to grow beyond that or to keep both plants running full speed ahead. Now that we have been in operation for two years, we are trying to service the customers in southern states through our southern plant, and the states north of Georgia and the mid-west, out of the Youngstown, Ohio plant. Of course, the eastern part. . . . So, we are finding out that we are starting to get into. . . . In the South particularly, we had to rely on orders from the Youngstown

plant, but we finally found that we have a plant there. The southern people want to deal with the southern operation rather than go north, west, or east, and we are now seeing increases in our order volume from that plant. Hopefully, we feel that within the next year or two, both plants will be running at full steam and full employment.

C: What is full employment and full steam?

B: Full employment here in Youngstown. . . . We have about 250 employees. In the southern plant, we have roughly 65 to 75 employees. Full employment or full production would be running an entire plant on three shifts of operation, around the clock. Historically, we had run the Youngstown plant on a three shift basis. More recently though, it has been two shifts, and one shift in the last year and a half. The past year, we have had as many as sixty people on lay-off. It was just unheard of in our business in all of the years that I have been here. We have gotten most of the people back. We only have about ten or twelve on lay-off at this very moment. I am hoping, before the year is up, we will have all of those back. Maybe when we get back into full power of the situation, we'll have a hiring situation rather than a lay off situation. We are very optimistic. We have been very cost-conscious through buying better equipment, realignment of some of our employees, and improved quality and program, such as quality circles and SPC, which is Statistical Process Control. These kinds of programs help to improve our quality and to improve our being on time. It will help us to stay competitive. We bought some new equipment. We have continually looked forward to buying improved equipment over the years. We never sat back and said that what we have is good enough. The company has always spent money to improve the operation here in Youngstown, and we will do the same thing in our southern plant.

C: You have modernized throughout your history, then?

B: We have always modernized throughout our history. We have always felt that this is one of the reasons that we have always been competitive and always maintained our share of the market.

C: How do you modernize?

B: We modernized through some automated equipment and improved equipment, such as CNC Milling machines, automated pours in our extrusion department, and improved sawing equipment that will produce more parts and cut more parts at one time. Generally speaking, it is just new, better, and updated equipment.

C: The company believes in turning a certain share of their profits back into the company?

B: Definitely. We have, since I have been here, installed three anodizing lines. In each time that we have abandoned the first one, we have had a better one the second time. In 1973, which was our last anodizing line, it was almost a \$2 million project. It was not just a few dollars. We actually built a new building with all brand new equipment to upgrade our anodizing lines, to give us the increased capacity and better quality. We are always looking for ways to improve our quality through our capacity.

C: You mentioned that you exercise quality and delivery. I can see the various quality programs you have. You have also exercised delivery, though. You are able to meet orders on time. . . .

B: We try to emphasize delivery through improved scheduling, which is really the biggest factor. You have got to have all of your pieces come together. When we receive the orders, we have to buy extrusion dyes and fabrication tooling, and maybe painting equipment, if we are painting a part. We have to coordinate those deliveries of that with our production that is available. Then, we acknowledge the customer when we expect to make a delivery. We try to adhere to that as close as we can. Sometimes, we fail. Too many problems occur or, a lot of the time, we will get customers that call up. We have told them that they will have a four or six week delivery and they say they are out and need a delivery in two weeks. If they have been a good customer, we squeeze them in and the result is they always put you behind. Sometimes, we try to make it up by working extra hours during the week or on Saturday. Basically, we are committed to making the deliveries to our customer. We are going to deliver at a specific date.

C: You mentioned that you had laid sixty employees off. Was this two years ago that you laid them off?

B: No, this was in the past year, 1985.

C: Any particular departments or anything?

B: No, just the general plant production.

C: From low demand, then?

B: Right. It was from the lack of orders.

C: You are unionized?

B: We are unionized here in Youngstown. Our southern plant is not unionized.

C: That is what I thought.

B: We do have lower costs there in the way of wages, by about \$1.50 to \$2.00 an hour, and lower fringe benefits. It is not substantially lower, but it is somewhat lower because it is a younger group. The vacation time has accrued here, so that is a higher cost. We have a lot of older work force here which have larger families, which tend to have more costs. As the work force gets older, they have more ailment or their families have more ailments, so we have more hospitalization costs. The fact that we have a new facility and we spent over \$60 million for that facility, gives us a high depreciation cost. We, in affect, do not sell cheaper there. We backed the price and everything out of the Youngstown plant. We use one price whether it is manufactured here in Ohio or in Georgia. We don't have a two tiered pricing structure because, in reality, we feel our costs to produce a part in Georgia are the same as in Youngstown, even though the labor there is cheaper and the fringe benefits are cheaper. The fact [that] we go to depreciate that property, the cost is the same. In Youngstown, we are fully depreciated on everything that we have here, because everything is pretty much paid for. We pay for it as we go along. As we buy the equipment, we pay for it. The costs are pretty much the same at one end as far as pricing is concerned.

C: When did you unionize in Youngstown?

B: I'm not really sure. It was in the 1950's, but I don't remember the year.

C: Where at? It was probably shortly after your company was starting up.

B: I would say in 1954 or 1955. It was somewhere in that time period.

C: You mentioned that, currently, part of your responsibility is handling the union and dealing with their problems, et cetera?

B: On a day to day basis, I deal with their grievances and any major problems that come up. I also deal with. . . . Every three years, we usually have a contract that expires, so I am involved with the negotiations of the new contract.

C: What is your opinion of the union? Have they been beneficial, or are the demands sometimes out of line with production?

B: I feel that, at one time ten years ago, they were unreasonable. Really, we are paying for it now, because our costs are substantial over many of our competitors in other parts of the country. However, in the last contract, we were able to negotiate with them a no-cost-increase contract. They understand the problems of our plant in the Youngstown area. They are working with us in order to try to control costs, production, and quality. I think they generally understand that we have to be competitive in order to stay alive and to secure the business. I think they are working toward that angle with us, because they realized that it is their jobs that are on the line in the company itself. We have a good relationship with their union. I cannot criticize them in any way. Back then, when they were demanding for higher wages and fringe benefits, the steel mills were going great guns.

The General Motors plant out in Lordstown opened up twenty years ago. They always pointed to them that we have to buy the same gasoline that those people buy, and the same food and clothing. They said, "they are making so much more in wages and fringes." They were. There was no question that the Lordstown plant had a big impact on our area in our wages base here. Our people were demanding what they were making out there. There was just no way we could afford those kinds of wages or fringe benefits. We don't compare with them today. We are far behind them. We can try to line ourselves with the General Motors or the mills. Of course, the mills aren't here anymore. We have to be concerned about our competition and who is paying much lower wages and much lower fringe benefits. I think our people have recognized this. We will work together in the future, and hopefully, we will be successful. Our plans are certainly to stay here in the Youngstown area. We have had good growth and good employment here over the years. We just feel that we have run into a snag. We feel that we are mature enough and [that] we have a good base and a good industry name that, by fixing our problems, we can continue to be here [for] many more years. It is not a matter where we are looking at a situation where we are just a non-cost competitor. As I say, we can be a cost competitor as long as we continue to work on our problems, which we feel that we have a handle on. We certainly can be cost competitive, and if the union people work with us, we certainly can maintain our plant facilities for many years to come.

- C: If your wages are higher than your competitors' [wages], how can you be cost competitive?
- B: We can by doing things quicker and keeping our equipment automated and more up to date. A lot of our competitors are still working with antiquated equipment, even though their costs are lower. For some reason or another, our industry is noted for not updating a lot of our competitors. They just continue to roll off using old equipment. We feel, as long as we continue to keep the newest equipment available, we can get the productivity which will offset some of that increased cost that we have over our competitors in the labor area and fringe benefits.

We also have incentive plans throughout the plant, where a lot of our competitors do not have incentive plans. We feel that our employees produce more per man hour than many of our competitors. This is how we will be able to maintain our share of the business, even though our costs in some areas are higher. We just have to work smarter.

- C: Then, the relationship of the union has been a positive one?

- B: Yes, I would say so. We have no regrets that we have been dealing with a union environment. We have both situations now, and I have been working under both conditions. I find, in some cases, that I get more cooperation and better productivity from the union people than I do from the nonunion people. I think that the incentive program has a lot to do with it. If people have a chance to earn additional money, they will tend to perform a little bit better at higher levels. We don't know if it is the right thing to do or not at this point. We have had incentive plans at our Youngstown plant since 1969.

When you establish rates in a union environment, it is very difficult to change them. The only drawback is when sometimes improvements are made, and people fight you tooth and nail, changing the rates even though the job is made easier. In some cases, and they are able to produce more parts when you have a union contract. The contract says you can't change rates. People find ways to beat the rates in some cases. Sometimes, over long periods of time, they lose their effectiveness in incentives. Although, I still think our productivity right now, is higher than our southern plant. I know it is, with the facts and figures that I have in my disposal. It is not as good as it was five years ago. The people here are not producing at the levels that they could, or we would allow them to earn additional incentives. It seems that because we had hassle at

times in the last few years, they might be somewhat afraid of their jobs. If they produce at a higher level, the work will run out and there will be more layoffs. I think it is a genuine concern. I think our incentive is not as effective now [and] in the last two years as it had been when we were overflowing with work. People are concerned about their jobs. They are concerned about being laid off, so they produce at the lower level or whatever level they feel comfortable with.

C: You are right. It is a genuine concern. It would necessitate, perhaps, lower levels of work on the floor plus increased automation and things such as that. How has your production fallen off in the last two years?

B: It hasn't fallen off. I would say probably 15% or 20%.

C: It is natural.

B: This is in all areas of the plant. I'm just not picking one particular department, but we do have four departments in our plant.

C: Forty?

B: We have four. We have the extrusion department, fabrication department, anodizing, which is finishing, and a checking department. All four departments have their incentive program. We judge each department by their own production. We do have results to show that it has dropped down. One of the key methods of measuring production is our pounds shipped per man hour worked. At one time, ten or twelve years ago, we were shipping as high as twenty-seven or twenty-eight pounds per man hour worked. It dropped to a low last year. [It dropped] as low as we have for a couple of months, to eighteen pounds per man hour worked. That certainly is a lot larger than 20%. Generally speaking, we earned the twenty-five pounds per man hour right now, which is over 10% of the twenty-eight pounds per man hour that we were formerly shipping. We know that the type of work is generally the same. It hasn't changed substantially with the kinds of orders that we are getting in. They have a lot of work being done on them. It is about the same kind of work.

C: When did your business peak out productions so far?

B: I would say [in] about 1984. That would be two years ago. It fell off in 1985. We hope we will have increased a little bit in 1986, but I'm not so sure that we will get back to the level that we did in 1984.

- C: What level was that?
- B: It was approximately \$20 million in sales.
- C: That has been a continued growth?
- B: It has been a small, but continuous growth.
- C: From 1953?
- B: We really started to get into the parts business as we know ourselves today, probably around 1955 or 1957. Prior to that, when we first started in the business, we were pretty much an extruder of window and door shapes. We did some anodizing and we did some other shapes such as stair nosing for stairs, the edges were not fabricated. That was in the mid 1950's when we decided to go into the fabrication of aluminum extrusions. We eventually got away from all window and door counts. We have none. We haven't had any for twenty-five years. We just cater to the other manufacturers who make products, and we make component parts for them. When they get our part, they can take it out of the box and put it on their unit in most cases. Sometimes, they do additional work to our part, but I would say a majority of our parts are ready to put on their equipment in one form or another.
- C: That is also part of your appeal to customers?
- B: Yes. We do sell the fact that we can give you 100% good parts. If we send you a thousand pieces and you find ten or twenty that are bad, you return them and you pay for all of your good parts. As long as the parts have good cause for rejections, we will accept them back and give you full credit. That is a selling point that we have. They don't have to buy extra parts and pay for that scrap, and throw it away. They pay for every good part.
- C: Have you ever experienced production problems throughout your time here?
- B: Because of the fact that we are in all kinds of industries and all kinds of parts for all kinds of uses are needed, yes. We run into problems all of the time, and we probably will continue [to]. Every customer's specifications are somewhat different. It is not a standard thing where everyone buys the same tolerance, the same finishes, and the same quality. There are different markets. There is a low priced market, a medium priced market, and a high priced market. We have got to try to find that rapport with each customer as to exactly what they want, and sell to them accordingly.

- C: Your customers are basically in the appliance field?
- B: They are in all fields. Appliances is one area. We do a lot of work in the electrical industry. We make frames for light fixtures and all kinds of lighting housings. We make heat sinks for equipment that is used for electrical usage, cooling off transmitters, and various [other] pieces of equipment.
- C: When you started to diversify yourself away from the window and aluminum windows, it was about 1955 or 1956?
- B: It was in that area. It was in the mid 1950's.
- C: What did you first start going into, and how did you branch out?
- B: We started to call on manufacturers for used aluminum extrusions as a product that we are buying. We would approach them and say, "Look, we can do that for you." We went out and bought saw machines, tapping machines, benders, welders, polishers, sanders, and all of the kinds of equipment that we needed to do these various fabrication operations. We would call on these potential customers and tell them, "We could take that part that you are now taking. You are losing any scrap piece that you have, and that is your cost. We can take this material, fabricate it for you, anodize it, and give it to you in a part that is ready. . . ."
- C: This was a gradual industry thing? You started on a couple of industries first?
- B: Right. We started out slowly, and we hired some outside sales people that would go out and sell other people's products and also, they would sell for us. We were paying them commission. Eventually, as our business grew, we would hire direct sales people. We are at the point right now where we have eight direct sales people who represent us. We have sixteen sales offices throughout the United States that sell for us.
- C: Are you still looking for new markets?
- B: We are always looking for new markets. We try to focus our attention, our advertising, and our trade magazines to engineers who design parts to specify parts. We are trying to get our message through to them that they can come to us as a one source supplier that can extrude their part for them and fabricate it into a component part. Therefore, we tend to focus our sales effort to engineering type people who will specify aluminum extrusions and fabrications. This is how we secure our

business, because advertisement in various trade magazines and local newspapers won't really reach the people that we are trying to reach. We don't advertise in any local newspapers anywhere in the country.

C: I noticed that you are a winner of numerous awards from the Aluminum Extrusion Council.

B: Over the years . . . the Aluminum Extrusion Council has a contest every year for the various extruders that belong to the association. Outside people and also engineers are invited from other companies to submit examples of aluminum extrusions being made into component parts and used in a functional way. Over the years, we have won numerous awards. Of course, we were using our customers' parts with their approval. [We used] parts that were made for various customers that were unique in their own way and served a very useful purpose. [They] were in a cost cutting situation where they were able to reduce costs substantially from other manufacturing methods. We have been very successful with that. We have won many awards over the years. We have won first place a number of times and we have come in second a number of times.

C: So, it must be a point of pride in your company then?

B: It certainly is. Whenever we win these awards, we make it a point to advertise it in the trade magazines and hopefully, that will entice other people to come to us. We do have a very good reputation in the industry. A lot of people use fabricated parts, and [they] are also among their own competitors who try to follow our lead. They do. Other companies follow our lead and do the same thing we are, which gives us another competitor. We know that it's the name of the game.

C: Who are your suppliers?

B: Generally speaking, we buy from Alcan Aluminum and Alcoa. They are our two major suppliers right now.

C: Domestic?

B: They are domestic people.

C: You haven't been tempted to try foreign?

B: We have bought some foreign aluminum, but not too much. It looks like in the future . . . their prices are certainly attractive. If it continues to be that way, we will probably be buying more in order to maintain our cost cutting programs.

C: Is the quality better or is the price [better]?

B: The quality appears to be the same and the price is better.

C: How have EPA regulation affected your business?

B: They certainly have increased our costs when we built our new anodizing line back in 1973. We had to comply to all EPA water and short hair regulations. It did cost us quite a bit of money. Also, the safety programs we had to adhere [to] throughout the plant and all of the improvements that we had to make in safety. . . . We are certainly not against the EPA. We feel that they probably, overall, have helped industry to police themselves. We certainly have always, even before they came along, tried to practice safety. We tried to make our plant safe. We found that after the EPA did come along, we thought we were not in compliance with rules and regulations. Over the years the EPA has been in existence, we have met all of the requirements, and we usually have an annual inspection and pass with flying colors. There are some minor infractions occasionally, but those are taken care of correctly. We have always tried to practice safety and have our employees practice safety in all of the operations that they do. We still have a few accidents. Most times, the majority is just carelessness on the employees. We find [that] they run into things or drop things on their hands and feet.

C: What is your accident ratio? Is it low?

B: Our accident ratio is low, yes. It is well within the normal inspection limits of the EPA. Normally when they come in, if you have a certain low level, they will not even make an inspection. A number of years that they did come in, they did not even make an inspection. Other years, we were just sort of over the border, so they would make an inspection. Here again, we have never been in serious violation of anything when they had made these inspections.

C: What are your company's plans for the future?

B: We certainly want to continue growing here in Youngstown and in our southern operation. We will see the future to be a \$40 million plant and not in the too distant picture. Hopefully, this will be in the next five or ten years. We would like to have \$40 million in sales or more if possible. We would want to continue to grow and do the same kinds of things we have been doing and have been successful at.

C: Are you talking about building a new plant?

B: In this time, we have no plans for building a new plant.

C: That is a goal?

B: I would say that we would continue in the future years to keep upgrading both current plants that we have with good equipment that is newer and updated.

C: Do you have and final comments you have from experiencing . . . that you have noticed in your position working for the company, or insides of the industry in general?

B: I can honestly say that I truly enjoy my job, and I have been in the managing side since 1968. I enjoy coming to work every day. I like working with our shop people. I have [on] occasion, from time to time, worked with our customers. I feel that it is not a boring job. There is always something new dealing with different companies and different kinds of parts. Certainly, they create different kinds of problems. They are a challenge. I think our people enjoy the challenge of working on different kinds of parts. It is not like making an automobile. An employee on an auto assembly line is doing the same thing day in and day out. He is putting a door on, or he is putting in a hinge or a light bulb. Our people do different jobs. They are assigned different tasks on a curtailing basis. I think that makes their life more rewarding. They like to see some of the parts that we make and [that] go into the finished product. We, as much as possible, try to get samples from our customers or literate showing [of] their product. They are kind of proud when they see a refrigerator or coffee machine that might have a part that we made, or an electronic housing of some sort or a lighting fixture. Our employees, I feel, are proud when they see this. They say, "Hey, we made this part." We do have a company news letter that we publish once a month. We try to emphasize parts that we have made, and new customers. We try to take photographs of jobs we have been producing and some of the equipment that goes into [it], so not only employees enjoy seeing what they have made, but some of their family knows what they are making. Wives, children, mothers, fathers, boyfriends, and girlfriends all have a chance to see what the employee is doing here at General Extrusions and what kind of products we make.

C: One final question. How has your work force changed? Do you have skilled or unskilled workers?

B: Ours is generally unskilled.

- C: You mentioned that they have gotten older?
- B: The work force has gotten older in the fact that they have been here many years.
- C: So, you have a low turnover?
- B: There is not much opportunity for people in Youngstown to go and look for other jobs. We are at an \$8.00 an hour wage level. There are not too many jobs you can get for \$8.00 here in Youngstown, for factory work. They aren't around anymore. Most of [the] people have five years or more seniority that are with us right now. The turnover has been in the last five years, very low.
- C: Thank you very much.
- B: Okay. Thank you.

END OF INTERVIEW