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## CHAIRMAN'S CORNER

As leaders for our companies and our association, we sometimes forget how incredibly hard change can be. In fact, sometimes we disregard how hard it can be for those around us and those we will be impacting the most. \ 4

## NLRB POSTPONES POSTER RULE

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## MASSACHUSETTS SKILLSUSA

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BREAKS CUSTOMER

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# GF AGIECHARMILLES NAMES ALICONA 3D MEASUREMENT PARTNER

WORLDWIDE COLLABORATION HELPS MANUFACTURERS MASTER FULL PROCESS CHAIN

GF AgieCharmilles, a leading supplier of high precision machine tools and automation services, recently joined forces with Alicona, an expert in high-resolution optical 3D measurement. The partnership will allow GF AgieCharmilles to assist its manufacturing customers around the world in mastering the full process chain of natural texturing to final machined parts.

GF AgieCharmilles began its partnership with Alicona in the area of 3D laser texturing and is now extending the worldwide collaboration into the rest of its technology segments, including electrical discharge machining (EDM), high speed milling (HSM) and high performance milling (HPM).

"In the beginning, we wanted a solution that would scan and digitalize natural textures, such as leather or silk, into a 3D model for accurately reproducing surface characteristics on a mold," said Gisbert Ledvon, business development manager for AgieCharmilles LLC. "Alicona's InfiniteFocus 3D measurement system exceeded our expectations in laser texturing, encouraging us to engage the technology into other areas of our business."

InfiniteFocus is an optical 3D measurement device for quality assurance in the micro and nano ranges. It provides all functionalities for dimensional measurements, surface analysis and characterization. When it comes to geometries with steep flanks, highly reflective properties and strong roughness, InfiniteFocus measures with a vertical resolution up to 10nm, making the instrument ideal for both homogeneous and compound materials.

As GF AgieCharmilles continues to move its EDM and milling technologies into micro—and eventually nano—applications, InfiniteFocus is a valuable tool as it delivers

high resolution form and roughness measurements that would otherwise be impossible to achieve in such tiny applications.

"This opens up new possibilities in tool optimization and makes research and development processes more efficient," said Ledvon. "I am convinced there is nothing better in 3D measurement than InfiniteFo-

cus. It lets our customers verify the micro-geometry of their machined components, which, in turn, shows just how competent GF AgieCharmilles is in manufacturing high precision machines. Furthermore, InfiniteFocus is able to verify form deviations for increased process reliability."

NTMA

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## CHAIRMAN'S CORNER

GRADY COPE / NTMA  
CHAIRMAN OF THE BOARD

### A LEADER'S CHECK LIST FOR CHANGE

As leaders for our companies and our association, we sometimes forget how incredibly hard change can be. In fact, sometimes we disregard how hard it can be for those around us and those we will be impacting the most.

Change is not something you can bring about because you are the leader and you have decreed: "We will change because I have decided we will change." The key word in that sentence is the word "I". Yes, it is true that you and your team may very well have decided that a change is needed, and more than 90 percent of the time you and your team will be right. The problem arises when implementing the change requires significant buy-in from those who will be impacted by the change and 100 percent buy-in from those responsible for implementing the change.

I recently fell victim to the above decree when I asked the Trustees for a vote to change the name of the Association from the National Tooling and Machining Association to the National Tooling and Manufacturing Association. Of course, the Executive Team, the Branding Team, and I all understood why we thought this change should occur. In fact, we thought it was a non-issue (First mistake). Since we were so close to it (Second mistake) from the re-branding project, we felt that it was clearly the best (Third mistake) change to make. The last sentence is a good example of how

decrees happen. As you can imagine, the decree went out to the Trustees with little information (Fourth mistake). Of course, our reasoning was sound (Fifth mistake); we wanted to surprise (Sixth mistake) everyone at our Fall Conference with our re-branding effort. We were so excited and knew (Seventh mistake) everyone would love it (Eighth mistake) as much as we did! As most of you know this had problems written all over it and, yes, it was greeted with great resistance.

Since at least eight mistakes were made and a significant amount of resistance was voiced, the name change failed on a 30 in favor to 15 opposed Trustee vote. You might say from those numbers it looks like the change won. Remember in the second paragraph I said "implementing the change requires significant buy-in from those who will be impacted by the change." For this vote our bylaws required a 75% or 39 votes in favor. We did not get the buy-in we wanted. This is one of those enormous, humbling and reflective leadership experiences you get by leading your company or your association. I have listed below the mistakes that were made in our process.

1. Change is always a BIG issue for those impacted by it.
2. If you are close to the change, you lose your sense of perspective.
3. Never assume the change recommended

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## CHAIRMAN'S CORNER ... CON'T

is the best course of action until you have buy-in from a representative sample of those that will be impacted.

4. The more information, both pro and con, the better.
5. Sound reasoning isn't sound if everyone doesn't hear it.
6. Surprises are for Cracker Jacks, not for implementing change.
7. How can you know something, if you haven't asked or researched it?
8. To love or like something is very subjective and needs to be left out of the change sphere. Keep it objective.

The following is a checklist for change that I have learned from this experience.

1. Communicate why you are asking for the change.
2. Communicate how you came up with the proposed change.
3. Communicate the pros and cons of the change and the impact if nothing is done.
4. Ask and listen for feedback on the change.
5. Adjust or recalibrate the change as necessary, before, during, and after.
6. Measure the level of buy-in and if more is required, get it!
7. Communicate to avoid all surprises.
8. Last but not least: Communicate.

Although the name change did not happen, much was learned. Once the communication process started, participation was over the top! The rebranding – without the name change – was a big hit at the conference and you will begin seeing it on the Website, in The Record, and in new member kits and brochures. We want you to be as proud of it as we are.

Best regards,



Grady Cope  
Chairman

# NTMA PURCHASING FAIR

BREAKS CUSTOMER RECORDS



A record-breaking number of 82 customers from 48 companies and 123 supplier attendees recently gathered at the Intercontinental Chicago O'Hare for our annual NTMA Contract Manufacturing Purchasing Fair. During this event, manufacturers conveniently met in a single location with qualified buyers and engineers directly involved in the purchasing of contract manufacturing services and products.

This year additional value-added sessions were offered at no additional cost to the attendee. Valuable sessions were delivered on *How to Sell to Purchasers from a Purchasing Perspective* with presenter Jeoff Burris, Advanced Purchasing Dynamics; *High Octane Business Growth and Power Prospecting* with presenter Kordell Norton, Synergy Solutions. A Supply Chain Panel, hosted by MFG.com, was also held that tackled the topic of *Minimizing Supply Chain Disruptions*.

Participating customers and suppliers benefited from this cost-effective sourcing event. A customer participant, Margaret Cantrell of The Minster Machine Co., remarked, "I had a wonderful time at the fair and met many contacts that I look forward doing business with in the near future." An attending supplier also shared positive comments about his experience at the fair. "I was impressed with the number of well known companies at this fair, like Caterpillar and Alison Transmission. Hats off to you for getting them to show up," said Daniel Meyer, International Precision Machining, Inc.

Partner associations for the program included PMA, CTMA, MFG.com and TMA. Many thanks to the program sponsors: APPI Energy, Grainger, Mazak, +GF+ Agie Charmilles, TMA Benefit Services, Inc. (TMA-BSI) and DMG Mori Seiki.

For more information on this year's successful event and future offerings please visit [www.purchasingfair.com](http://www.purchasingfair.com).



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\* Standard product configuration, peak performance.  
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*Mike Mittler, Mittler Brothers Machine and Tool, testifies before the House Small Business Committee on the impact of DOL/NLRB decisions and proposed rules on small business.*

## NLRB POSTPONES POSTER RULE

In a victory for One Voice members, the National Labor Relations Board (NLRB) announced on October 5 that it was delaying the requirement for its new “notice-posting” rule by more than two months—from November 14, 2011 to January 31, 2012—“in order to allow for enhanced education and outreach to employers, particularly those who operate small and medium-sized businesses.”

The rule requires most private-sector employers to post notices informing workers of their rights, including the right to join a union. The notice is identical to the one the Department of Labor (DOL) currently re-

quires government contractors to post pursuant to President Obama’s 2009 Executive Order.

One Voice, along with other employer groups such as the Coalition for a Democratic Workplace and the National Association of Manufacturers, will continue to be active in opposing the rule. One Voice filed comments earlier this year opposing the notice and the precedent of permitting the NLRB to impose penalties beyond those provided in the current law.

In fact, as the NLRB was announcing the postponement, NTMA member Mike Mittler, President of Mittler Brothers Ma-

chine and Tool in Wright City, Missouri, was testifying at a Congressional hearing of the House of Representatives’ Committee on Small Business on “Adding to Uncertainty: The Impact of DOL/NLRB Decisions and Proposed Rules on Small Business.”

Regarding the NLRB poster rule, Mittler told the committee, “It is not clear to me why this poster is necessary to explain a law that has been in effect for decades. Add the poster rule to the new quick election process the NLRB is imposing and you begin to create a more hostile work environment where employers and employees no longer feel they can openly communicate.” Read Mike Mittler’s testimony here: [www.metalworkingadvocate.org/pdf/mittler-written-testimony.pdf](http://www.metalworkingadvocate.org/pdf/mittler-written-testimony.pdf).

One Voice, with the help from NTMA and PMA members, is urging Congress to pass legislation to stop these harmful regulations. To keep updated on these activities, please visit [www.metalworkingadvocate.org](http://www.metalworkingadvocate.org) for more information on how you can stand up for your businesses and employees and fight back against the senseless regulatory agenda in Washington.

The NLRB press release announcing the postponement of the poster rule can be found here: [www.nlr.gov/news/posting-employee-rights-notice-now-required-jan-31-board-postpones-deadline-allow-further-educ](http://www.nlr.gov/news/posting-employee-rights-notice-now-required-jan-31-board-postpones-deadline-allow-further-educ).





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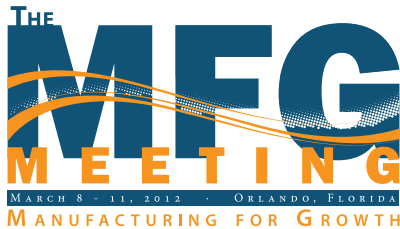
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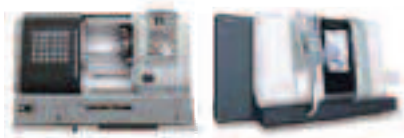


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# MASSACHUSETTS SKILLSUSA

MACHINE TECH STUDENTS SHOW THEIR METTLE (AND MEDALS) IN KANSAS CITY



*Troy Howes of Cummington, MA, took home a Bronze Medal in his first trip ever to Nationals.*



*Justin Gagne of Westport MA, is all smiles after winning his Gold Medal in the CNC Milling Competition.*

At the National Leadership and Skills Conference awards ceremony on Friday, June 24, 2011 in Kansas City, the spotlight shown brightly on the 3 Massachusetts SkillsUSA Machine Technology students who stood toe to toe in competition with the “best of the best” in the country. This “team” of Gold Medal winners from Massachusetts continued the tradition of bringing home the hardware from Nationals. The Boston Tooling & Machining Association congratulates these future machinists on their outstanding achievements and is proud that its contributions helped enable these students to participate in the National competition.

- Precision Machining Technology – Troy Howes (Smith Vocational & Agricultural HS), Bronze Medal
- CNC Milling Technology – Justin Gagne (Diman Regional VTHS), Gold Medal
- CNC Turning Technology – Casey Rodriguez (Diman Regional VTHS), Silver Medal

The NTMA Boston Chapter and its members have been proud partners with MA SkillsUSA and the Machining Technology Competitions for the past seven years. Chapter members assist the Precision Machining Tech contest with technical expertise, volunteers, materials and prizes. It’s a great relationship that benefits the students, SkillsUSA, and the Association. Individuals from 4 BTMA companies

designed, judged and provided stock and materials for the contest. Members and supporters provided prizes/gifts for the top 3 PMT students in Massachusetts. These items included a tool chest, calipers, micrometers and machinery handbooks. Gift bags stuffed with tee shirts, hats and other give-aways were presented to all twelve students who competed in the PMT Contest. Members’ generous cash donations paid the National competition registration fees for all 3 students and covered the travel and accommodation expenses for the Massachusetts PMT winner, Troy Howes.

BTMA wants to thank and acknowledge the following members and suppliers that gave time, prizes, and/or financial resource to BTMA’s SkillsUSA effort:

- AccuRounds Inc.
- Boston Centerless Inc.
- The Custom Group – Custom Machine



*Casey Rodriguez, Fall River, MA, celebrates his CNC Turning Silver Medal in Kansas City.*

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## NTMA Joins LinkedIn Generation!

*The NTMA has formally joined the LinkedIn Generation so members can network 24/7 without leaving their companies.*



- Do you want to network with other NTMA members?
- Are you thinking about buying new software or machines?
- Want to see what peers have to think about a business idea?

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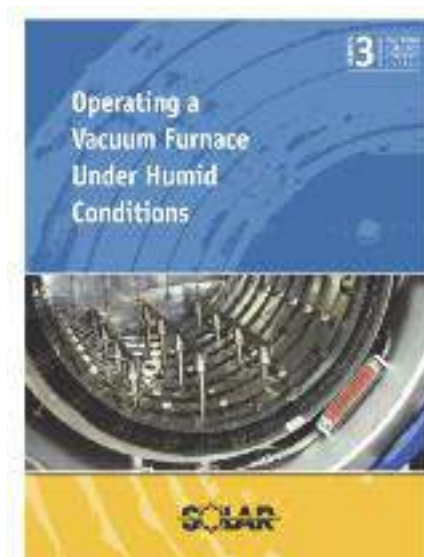
***It's very easy.***

Go to the NTMA website ([www.ntma.org](http://www.ntma.org)). Click on the LinkedIn icon and follow the instructions. This program is open to any staff from any NTMA member company. This is an NTMA members’ – only program, so you won’t get selling or unwanted pressure from outside groups.

# NEW TUTORIAL OFFERS TIPS FOR OPERATING A VACUUM FURNACE UNDER HUMID CONDITIONS

Solar Atmospheres and Solar Manufacturing have jointly released a new technical paper on operating a vacuum furnace in humid conditions. This educational resource offers insight and practical solutions based on decades of vacuum heat treating knowledge and experience.

Humidity, especially paired with high temperatures in the summer months, poses a significant challenge to the vacuum heat treating process. Water vapor contained in humid or wet air can accumulate inside the furnace chamber and hot zone causing production metal parts to discolor or oxidize. The outcome is unacceptable, especially for critical components like aero-



space, electronic, and medical implant materials.

This tutorial explains how the amount of water vapor contained in a specific volume of air is a function of relative humidity, air temperature and other factors. In addition to an in-depth understanding of the topic, readers can obtain suggestions on how to improve final product appearance and minimize possibility of contamination when faced with high humidity.

The tutorial can be accessed at [www.solaratm.com](http://www.solaratm.com) (Technical Papers link upper right) or [www.solaratmfg.com](http://www.solaratmfg.com) (Articles & Technical Data link on main navigation).



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## SECO ANNOUNCES NEW WEBSITE DEDICATED TO ENERGY MANUFACTURERS

Seco has announced that it will be launching a new website to provide support to energy manufacturers. The new site went live on September 30 and is located at [www.secotools.com/energy](http://www.secotools.com/energy).

The Seco energy site offers a broad range of video and written content that focuses on the issues faced by manufacturers serving the power generation and wind energy industries. Visitors will be provided with information on the latest trends, new process and product innovations and real world examples of highly successful energy applications.

To offer the most user-friendly experience possible, Seco's energy site features an intuitive layout that allows users to quickly

and easily identify and view content of interest. Menu navigation takes place via an interactive model featuring a power plant and windmill.

"The energy market has remained incredibly robust, even throughout the global economic issues faced over the past several years," says Don Graham, Manager – Turning Products & Education Services of Seco Tools. "It's an industry that continues to see dramatic innovation and competitiveness. The new Seco energy site will provide manufacturers with a valuable resource for following the industry's latest developments."

For more information on Seco Tools' new energy site, please visit [www.secotools.com/energy](http://www.secotools.com/energy).



## OKUMA AUTOMATED MODULAR PALLET SYSTEM IMPROVES EFFICIENCY

Okuma America Corporation has introduced a new line of linear pallet systems to complement their expansive selection of horizontal machining centers. Branded as AMPS (Automated Modular Pallet System), the new product line includes container (C) and magazine (M) product selections in a variety of sizes.

The Okuma AMPS C (container) can be configured with up to 2 containers, 2 Okuma machining centers and 2 load stations, handling as many as 24 pallets. The Okuma AMPS M (magazine) offers expandable capacity to 300 pallet locations, 10 machines and 4 work stations.

The advanced cell controller allows for unmanned operation and jobs can be buffered, ready to go to the machine regardless of operator availability. Okuma's control "wizard" interfaces simplify complex operations and aid the operator in set-up and programming of the system. Control room views are color-coded to provide at-a-glance views of the cell's status enabling the operator easy control of operations.

Sales and service of the new AMPS product line will be handled by Okuma's extensive distributor network, ensuring the same premium service for AMPS as for the rest of Okuma's CNC machine tool products.

Product information can be found on the Okuma website at <http://www.okuma.com/products/pallet-systems/>. Contact your local Okuma distributor for pricing and availability.



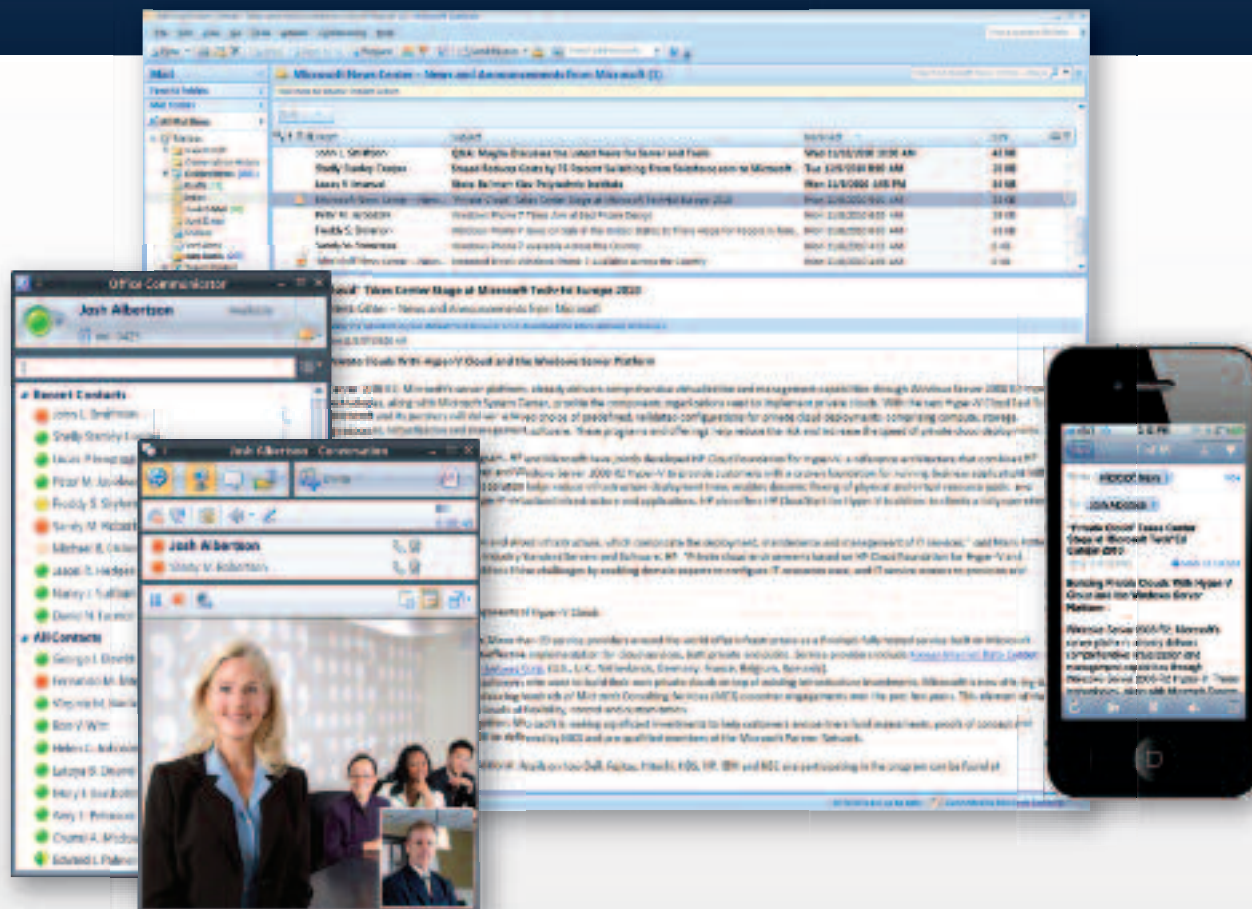
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# STEVEN TAMASI HONORED AT 2011 FALL CONFERENCE



Grady Cope and Steve Tamasi

Steven Tamasi of Boston Centerless, Inc., Woburn, MA, was presented with the William E. Hardman Award for Excellence in Training for his life-long dedication to improving the quality of training and promoting career opportunities for young men and women in the precision custom manufacturing industry.

Steven initiated the Boston Chapter's involvement with Skills-USA seven years ago and was one of the first members to become involved in BotsIQ. Steven, along with his brother Michael, has a very successful formal introduction to machining program for grade schools. His involvement in NTMA's educational efforts has been a catalyst for the Boston Chapter's educational and training outreach.

Currently he is a member of the NTMA Robotics Team and involved with the local Winchester High School Robotics Team. He has served on the Advisory Board of the E-Team Machinist Training Program for more than ten years, in addition to serving on the BTMA Education & Training Committee and its Skills USA Precision Machining Technology Contest Coordinating Committee. Steven has also served on a number of Massachusetts Department of Education task forces to develop Certificates of Occupational Proficiency for technical schools, and is involved with NIMS.



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## GROSMANN TRUST ESTABLISHED

The leadership of the NTMA took the initiative to take care of one of their own, Jim Grosmann who has been an employee for over 19 years. Jim has been a road warrior, an advocate of the insurance and public policy programs and bleeds NTMA blue.



Nearly a year ago, Jim was diagnosed with a rare form of cancer. He has undergone surgery and an extensive series of treatments and medications. This was a devastating blow to the Grosmann family since Jim's wife and daughter are also waging their own battles with cancer. At the 2011 Fall Conference in Colorado Springs, it was announced on Saturday evening to all those in attendance that a family trust had been established in Jim's honor to help with mounting family medical expenses. In NTMA fashion, members began to stand and make their pledges known to the crowd recognizing their appreciation for all the good things Jim has done for the Association.

If you wish to contribute to the trust that has been set up for Jim Grosmann, please make checks payable to: Grosmann Trust

Checks should be mailed to:

Grosmann Trust

c/o National Tooling and Machining Association

6363 Oak Tree Blvd., Independence, OH 44131





# NTMA GUIDE TO MEMBER SERVICES – DID YOU KNOW?

...NTMA COLLECTS BENCHMARKING DATA ANNUALLY AND PRODUCES STATISTICAL REPORTS ON WAGE & FRINGE BENEFITS AND OPERATING COSTS AND EXECUTIVE COMPENSATION?

## Wage & Fringe Benefit Report

The NTMA Wage and Fringe Benefits Report gives average wages and benefits paid to shop personnel. It's divided by region so equal comparisons can be made. It's not smart to get too far ahead or behind your local competition, so you can keep your most valuable tools... Good Workers!

## Operating Cost & Executive Compensation (OCEC) Report

The NTMA OCEC report details industry performance norms, giving members a tool to measure how their company is

doing. It shows P/L statement averages broken down by region, sector and size of company. A 25-person shop doesn't want to compare against a 500-person shop, and an aerospace machining company doesn't want to compare against a mold shop. By using these tools as well as the marketing tools mentioned earlier, company owners can set up a business plan and marketing plan that will help them take their company forward. Along with the complete report participants also receive the following:

- A Performance Analysis Report to analyze their com-

## Member Testimonial

There are many benefits of being an NTMA member. The Wage and Fringe Benefit survey helps keep us competitive. The Operational Cost and Executive Compensation Report lets me compare our P&L statement with other companies like ours and gives us an idea of where we should be as we grow.

Mike Fish,  
Wolverine Tool & Engineering  
Co, Belmont, MI

pany and compare it to the industry and to others in your sales classification.

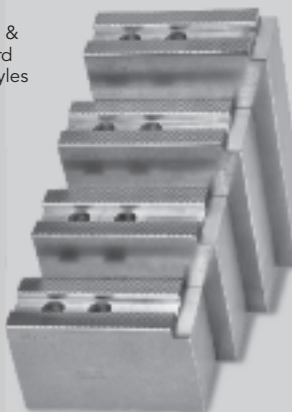
- A Profit Toolkit – a computer program providing a Microsoft Excel spreadsheet with the enhanced feature of enabling a “what if” analyses. This program will already include your data provided; and allow you to evaluate the profit impact of various management strategies.
- A Chapter Report that will provide the OCEC results on a more regional or local level.

Members that participate receive both reports at no charge!



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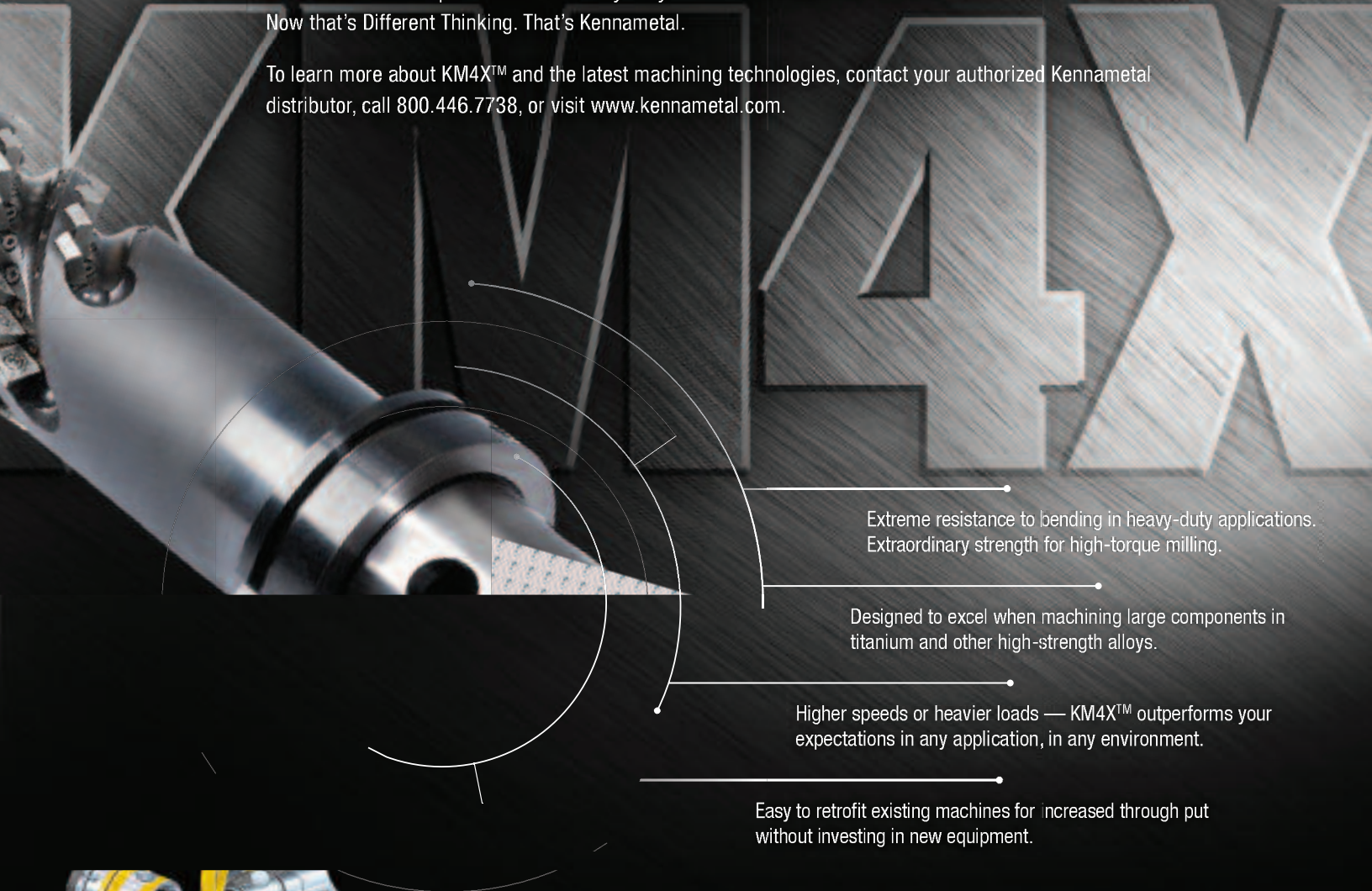


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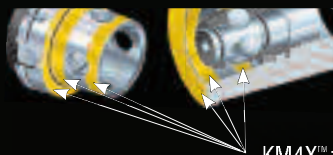


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