



The year in review and a look ahead...

Inside this issue

BUILT ON BLESSINGS:

See the custom job shop that includes a chapel. - p.9

FALL CONFERENCE 2017:

A look back at our signature event in pictures. - pp.14-21

AWARD RECIPIENTS:

NTMA recognizes milestones and members. - pp.14-15

YEAR END REVIEWS:

Offer your employees feedback they can really use.
- pp.22-23



MANUFACTURING AMERICA'S FUTURE

January 28-30

Chapter Leadership Summit, New Orleans, LA

March 7-10

The MFG Meeting, Miami, FL

March 19-20

Plant Managers Roundtable, Chicago, IL

April 16-18

Legislative Conference, Washington, DC

April 22-28

Japan Tour, Japan

April 30-May 2

Emerging Leaders Conference, Pittsburgh, PA

May 10-11

Software Bootcamp, Cleveland, OH

May 18-19

National Robotics League Competition, California, PA

June 6-8

Sales & Marketing Conference, TBA

August 23

Emerging Leaders Roundtable, Nashville, TN

September 24-25

Plant Managers Roundtable, Cleveland, OH

October 23-26

Fall Conference, Denver, CO

November 7-9

Financial Managers Conference, TBA

2018 NATIONAL EVENTS AND TECHNICAL SEMINARS



TABLE OF CONTENTS

PRESIDENT'S MESSAGE 4

2018 NTMA NATIONAL EVENTS & TECHNICAL SEMINARS 2

NATIONAL ASSOCIATE SPOTLIGHT

WOLFGANG NEITZKE, SIEMENS 27

NTMA NEWS

NTMA WELCOMES NEW MEMBERS 3

NTMA IMPACT AT A GLANCE 6-7

NTMA FALL CONFERENCE REVIEW 14-21

CHAPTER NEWS

LANTMA ANNUAL AUCTION FUNDRAISER 24

CONGRATULATIONS AND BEST WISHES: SALLY SAFRANSKI RETIRES

FROM NTMA ST. LOUIS CHAPTER 25

THE ST. LOUIS CHAPTER WELCOMES NEW CHAPTER EXECUTIVE,

LORRAINE NIEMANN 25

ST. LOUIS CHAPTER AWARD WINNERS 25

CONNECTICUT CHAPTER PARTAKES IN NETWORKING 26

NORTHERN UTAH WELCOMES NEW BOARD OF DIRECTORS. 26

MEMBER NEWS

BOSTON CENTERLESS LAUNCHES NEW WEBSITE 3

FEATURES

TOOLCOMP: A SHOP BUILT ON DISCIPLINE AND FAITH 9

THOUGHTS ON PERFORMANCE MANAGEMENT 22



NTMA NEWS



WELCOMES NEW MEMBERS

BREWER MACHINE & GEAR CO.

St. Louis Chapter
Brian Kolman
1533 South 7th Street
Saint Louis, MO 63104

ETCO, INCORPORATED

Florida West Coast Chapter
Ralph Jacques
3004 62nd Ave East
Bradenton, FL 34203

INDUSTRIAL MOLDS, INC.

Rock River Valley Chapter
Andrew Peterson
5175 27th Avenue
Rockford, IL 61109

LAKE TOOL, INC.

Northwestern Pennsylvania
Chapter
Tina M Lake
190 Howard St
Franklin, PA 16323

MARTON PRECISION MANUFACTURING

Los Angeles Chapter
Joe Marton
1365 S Acacia Avenue
Fullerton, CA 92831

METRIC MACHINE

Los Angeles Chapter
David Parker
3263 Trade Center Drive
Riverside, CA 92507

PRINCETON TOOL, INC.

Cleveland Chapter
Bradley Nicholson
7830 Division Drive
Mentor, OH 44060

SAWING SERVICES COMPANY

San Fernando Valley Chapter
Robert Wall, Jr.
20871 Plummer Street
Chatsworth, CA 91311

TOOL TECHNOLOGY, INC.

Boston Chapter
Brian A. Noel
3 Ajootian Way Bldg A
Middleton, MA 01949

TRIPLE J MACHINING AND

MANUFACTURING, INC.

Michiana Chapter
Bob Rudecki
324 Liberty Street
Walkerton, IN 46574

ZEPHYR PRODUCTS, INC.

Kansas City Chapter
Randall Reinhardt
3030 Wilson Avenue
Leavenworth, KS 66048



MEMBER NEWS

BOSTON CENTERLESS LAUNCHES NEW WEBSITE

CONTRIBUTED BY DOUG PERILLI, BOSTON CENTERLESS

Boston Centerless, a leading manufacturer and distributor of precision raw materials and preparation services, announced the launch of its newly designed website, www.bostoncenterless.com. The completely revamped website features a streamlined and simplified design, improved functionality and enriched content areas to help customers fulfill their raw material needs.

"We are thrilled to debut our new company website to our customers, partners and suppliers who are looking to understand the scope of our products and services," said Steven Tamasi, CEO of Boston Centerless. "The redesign of our website is yet another way Boston Centerless is committed to creating the best overall customer experience for our customers".

The website includes videos regarding the importance of
SEE "BOSTON CENTERLESS" PAGE 5

75
YEARS
MADE
STRONG



NATIONAL TOOLING AND MACHINING ASSOCIATION

75 YEARS OF MANUFACTURING SUCCESS AND EXCELLENCE

In 2018, the National Tooling and Machining Association will celebrate our 75th Anniversary. We'll share stories, information and the history of the organization throughout the year. Do you have something that you would like to share? Please contact Kelly LaMarca at klamarca@ntma.org with any stories, photos or ideas. We look forward to celebrating our diamond anniversary together!



PRESIDENT'S UPDATE

DAVE TILSTONE / NTMA PRESIDENT



We have a lot to celebrate when we look back at 2017. The NTMA announced our new members only Healthcare Program at the Fall Conference, we had record attendees at the 2017 events and membership has grown-- with a record 93 percent retention rate. The Fall Conference held in San Antonio in October recorded a 25 percent increase in member company attendance with a 30 percent increase in over last year's attendance. The Impact at a Glance shown on pages 6&7 highlights many of the achievements and significant accomplishments of 2017. None of this would have been possible without the support of you, our chapters, our Trustees and the guidance and support of the Executive Committee and the dedicated staff at NTMA.

It's this commitment that brings us to 2018—the NTMA's 75th anniversary. As expected, this is a big deal to all of us

and we plan to recognize our important historical milestones throughout 2018 and roll out our plans for the future. The true cornerstone of this celebration is our long term and loyal members who will be celebrating anniversaries with us. As many of you know, the NTMA began with a few company owners who couldn't find skilled labor needed to fill their orders...sound familiar? In recognition of 75 years of excellence, we've commissioned a special anniversary year logo to complement our brand. The new logo and banners showcasing our rich heritage and charter delegates were unveiled at the Fall Conference. If you or your chapter would like to purchase these roll-up banners, please contact Kelly LaMarca at klamarca@ntma.org. As we move into 2018, we'll continue to focus on our manufacturing industry: Made by American Families—the backbone of our 75 years of success.

Each edition of The Record in 2018 will highlight a key member or members, as well as key milestones achieved

throughout our history. We will also be highlighting the changes to our association including names of the association and the key events that shaped the NTMA over the past 75 years. We will formally launch our celebration at the MFG Meeting in March (March 7-9) in Miami. Mark your calendars now, and plan to attend. We're celebrating history—and we're celebrating the future. It's an event you won't want to miss.

On behalf of your NTMA staff and me, Happy Holidays. We wish you, your family and company a happy and prosperous 2018. Let's start the next 75 years off right.

DAVE TILSTONE / NTMA PRESIDENT

A handwritten signature in dark ink that reads 'Dave Tilstone'.



THE RECORD

OPERATIONS & EDITORIAL

Dave Tilstone, President

Molly West, Editor

NTMA EXECUTIVE COMMITTEE

Mark Vaughn, Chairman

Vaughn Manufacturing Co., Inc. - Nashville, TN

Mark Lashinske, Vice Chairman

Modern Industries Inc. - Phoenix, AZ

Samuel Griffith, Board Member

National Jet Company - Cumberland, Maryland

Herb Homeyer, Board Member

Homeyer Precision Manufacturing - St. Louis, MO

Alan Ortner, Board Member

Sirois Tool Co., Inc. - Berlin, CT

Ken Seilkop, Board Member

Seilkop Industries - Cincinnati, OH

Tom Sothard, Board Member

Konecranes, Inc. - Dayton, Ohio

ADVERTISING INQUIRIES

To advertise in *The Record*, or for information on publishing your corporate newsletter or sales literature, contact NTMA at (216) 264-2847 or mgilmore@ntma.org for advertising, mwest@ntma.org for editorial content.

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dave@DaveZgraphics.com



NATIONAL TOOLING & MACHINING ASSOCIATION

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Cleveland, OH 44134
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www.ntma.org

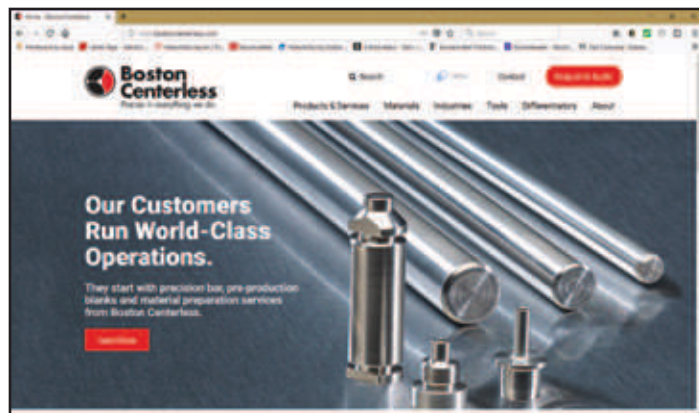
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Volume 38 / No 12



"BOSTON CENTERLESS" CONTINUED

straightness, diameter tolerance and roundness on Swiss screw machining operations as well as a variety of tools to assist with material selection. Visitors are encouraged to explore the new website and join the Boston Centerless mailing list to receive important product and service information as it becomes available.



Win More Business.



“There will soon be two types of suppliers: those who embrace digital manufacturing and those who don't. Customers today demand perfect parts, delivered on time and at a competitive price. At Micro-Mechanics, not a single line of NC code ever goes to a machine without being simulated in VERICUT. If you are serious about digital manufacturing, you must use VERICUT!”

Chris Borch, CEO, Micro-Mechanics, Inc. - Morgan Hill, CA

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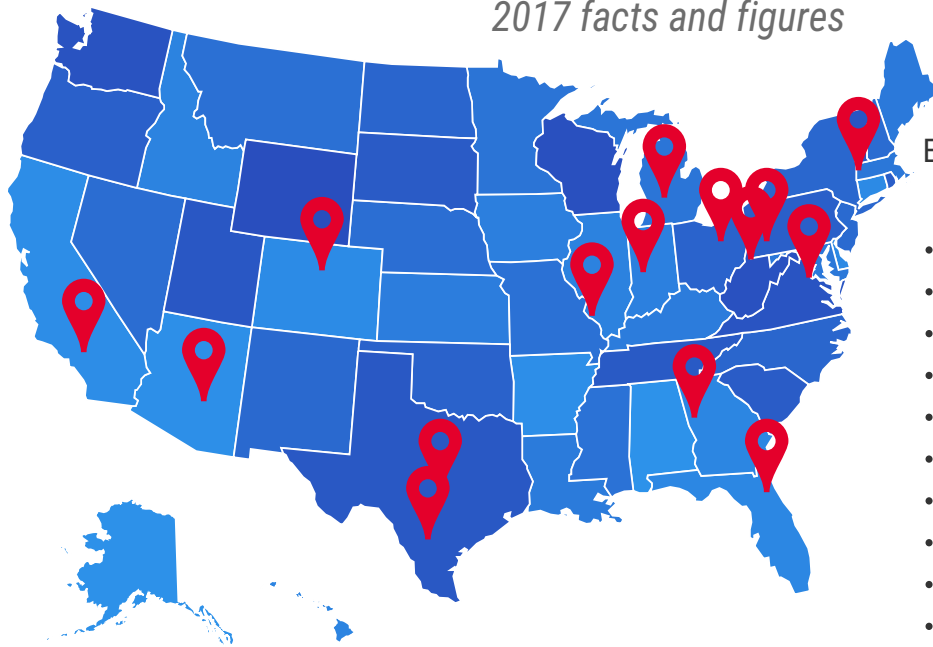
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NATIONAL TOOLING & MACHINING ASSOCIATION

IMPACT REPORT

2017 facts and figures



EVENTS ACROSS THE COUNTRY: 730 PARTICIPANTS

- 2 Plant Managers Roundtables
- Sales & Marketing Conference
- Emerging Leaders Conference
- 2 Financial Managers Roundtables
- Chapter Leadership Summit
- 3 Top Shop Seminars
- MFG Conference
- Fall Conference
- Legislative Conference
- National Robotics Competition

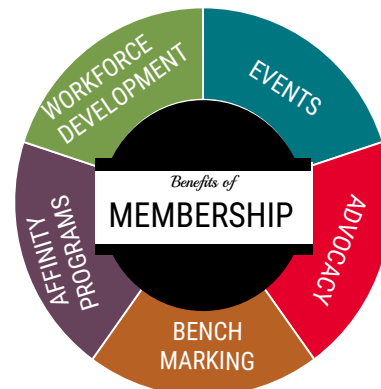


AFFINITY PROGRAMS

NTMA continues to develop and implement affinity discount programs that benefit members' bottom lines – This year NTMA added a car rental partnership with Avis/Budget and a digital job platform partner in Xometry.

ADVOCACY

The Franklin Partnership and the OneVoice initiative continued to be the strong voice of manufacturing in Washington, DC through advocacy for fair and transparent regulation. They provided key insight into Congressional and Senate races across the country and kept the industry plugged in to the policy agendas of both presidential candidates throughout a dramatic election season.



BENCHMARKING

Members participated in and utilized NTMA sponsored benchmarking reports to gain key insight on how to grow and manage their businesses.

OPERATING COSTS AND EXECUTIVE COMPENSATION SURVEY (OCEC)

WAGE AND FRINGE BENEFITS REPORT

BUSINESS CONDITIONS REPORT

Modifications in 2017 made it easier than ever to complete and submit surveys.

WORKFORCE DEVELOPMENT

19 chapters, 2 educational institutions, 5 members and 1 association now host their own NTMA-U portals.

NTMA trains 400 students per month
90+ students have completed
the full training program--
more than 700 hours of content.



New for 2017, students in the NRL program were offered our safety course for free. Over 50 students took advantage of that opportunity.

HELPING OUR MEMBERS STAY GLOBALLY COMPETITIVE:

Successful international tours to
GERMANY & SWITZERLAND
on the European Tech Tour

and to EMO in
HANOVER
with a tour of the VW plant in
WOLFSBURG



OUR MISSION:

To help members of the U.S. precision custom manufacturing industry achieve profitable growth and business success in a global economy through advocacy, advice, education, networking, information, programs and services.



We welcomed the strong leadership of:
Mark Vaughn – 2017 Chairman



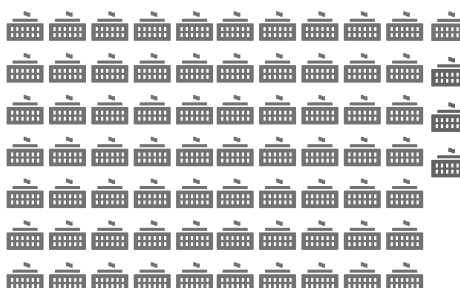
OUR VISION:

To become the premier center of industry knowledge, leading U.S. precision custom manufacturing in continuing world leadership.

2017 BROUGHT ONE NEW FULL-TIME NTMA TEAM MEMBER: STACEY SCHROEDER



Stacey joined our team as the Director of Workforce Development in February 2017. Stacey is expanding and improving NTMA's workforce development portfolio, engaging deeply with our members and stakeholders to determine current and future training needs, and driving value for our members and our country's manufacturing talent pipeline through partnership, thought leadership, and ongoing conversations with industry stakeholders.



74

The number of new companies that joined the NTMA in 2017. Congratulations to the **North Texas Chapter** for adding the most new members: 10.

Special thanks to **Ken Seilkop** for his **5 YEARS** of service on the NTMA Executive Committee

NATIONAL ROBOTICS LEAGUE: FULL CONTACT INNOVATION

Workforce Development never looked so cool. While they're building robots, we're building tomorrow's workforce.



In 2017:

65 TEAMS
attended the national competition
from
6 DIFFERENT STATES

The NRL League includes

14 REGIONAL PROGRAMS...
and growing!

This year's competition also included the first ever Craftsman Rumble!

NEW & NOTEWORTHY

EMERGING LEADERS

The NTMA Emerging Leaders continue to grow and diversify and held two unique and engaging events:

Emerging Leaders Conference in Denver

and the

Financial Management for Non-Financial Managers Roundtable



2018 CONFERENCE
PITTSBURGH, PA

April 30 - May 2, 2018

GARDNER MEDIA PARTNERSHIP

2017 saw further development in NTMA's partnership with Gardner Media and Modern Machine Shop with the launch of three "How to be a Top Shop" seminars (Cleveland, LA, St. Louis) leading up to the Top Shops Conference in Indianapolis. The interactive seminars focused on industry benchmarking standards, best practices to increase productivity, integrating business strategies, enhancing safety and better human resource management.



#MakeItCountWithMazak

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IT'S MY PASSION.



David Monette

President and Owner, David G. Monette Corp.

A Monette trumpet requires over 200 man-hours, and contains 150 individual parts per horn with approximately 85% of them involving some type of machining. With that much riding on a shop's manufacturing processes, David G. Monette Corp. only entrusts their Mazaks to deliver the most technologically advanced trumpets in the world.

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TOOLCOMP: A SHOP BUILT ON DISCIPLINE AND FAITH

BY HOLLY ELLERBUSH

ToolComp, located in Toledo, Ohio, is a small custom job shop owned by David Gonzalez who began the business in 1993. Although ToolComp is a high-precision, custom machine shop showcasing a myriad of state-of-the-art machines, it's not the shop itself that makes it unique. The passion for the industry and the culture of the shop are what make it stand out.

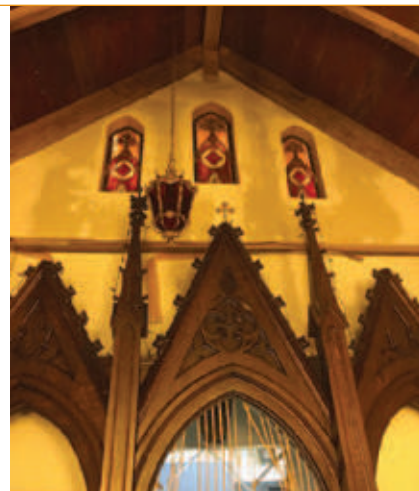
David started in the trade in high school and never looked back. If you ask him how he knew that manufacturing was the career for him, he'll tell you a story of being stranded on an out-board motor fishing boat that had become entangled in nets. David made his very first "tool" out of the lid to a soda can and cut the boat free. It was then that he knew that he had some innovation and leadership skills. Upon completion of training, David worked in a co-op and then spent 15 years working in the trade before opening the doors to ToolComp in 1993.

David takes great pride in the

high precision custom parts that ToolComp manufacturers. However, his greatest passion is training the future industry leaders that he employs. The apprentices at ToolComp complete a "military-esque" style training program with Biblically based values. Although military style training sounds tough, David assures there are no actual pushups involved. Attention to time, detail and plan execution are highly focused on throughout the training program. While he admits the training is not easy, he also bases his shop culture around the Biblically based values of love, understanding, and forgiveness.

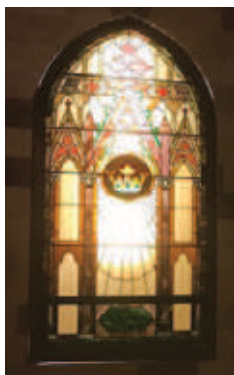
As a practicing Christian, David applies the principals of his faith to his work culture. He explains that although they are principles of the Christian faith, they can be applied by anyone and the result is a workplace with mutual respect and integrity.

David feels extremely blessed for the life that he has built while working in manufacturing. As a testament to his blessings, in



2012 he began building a small chapel inside his shop. While it's still a work in progress, it definitely has a European feel to it and even has stained glass windows. David uses the chapel for meditation and prayer but states that it's always open to anyone of any faith who needs a quiet moment of reflection or prayer.

ToolComp was just recognized by the Governor of the State of Ohio for being in business for 25 years. It's easy to see how they've come so far with a strong shop culture and a true passion for the industry and its future leaders.



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- Much greater than three-jaw chucks at high rpm
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- Super slim nose diameters provide outstanding tool clearance



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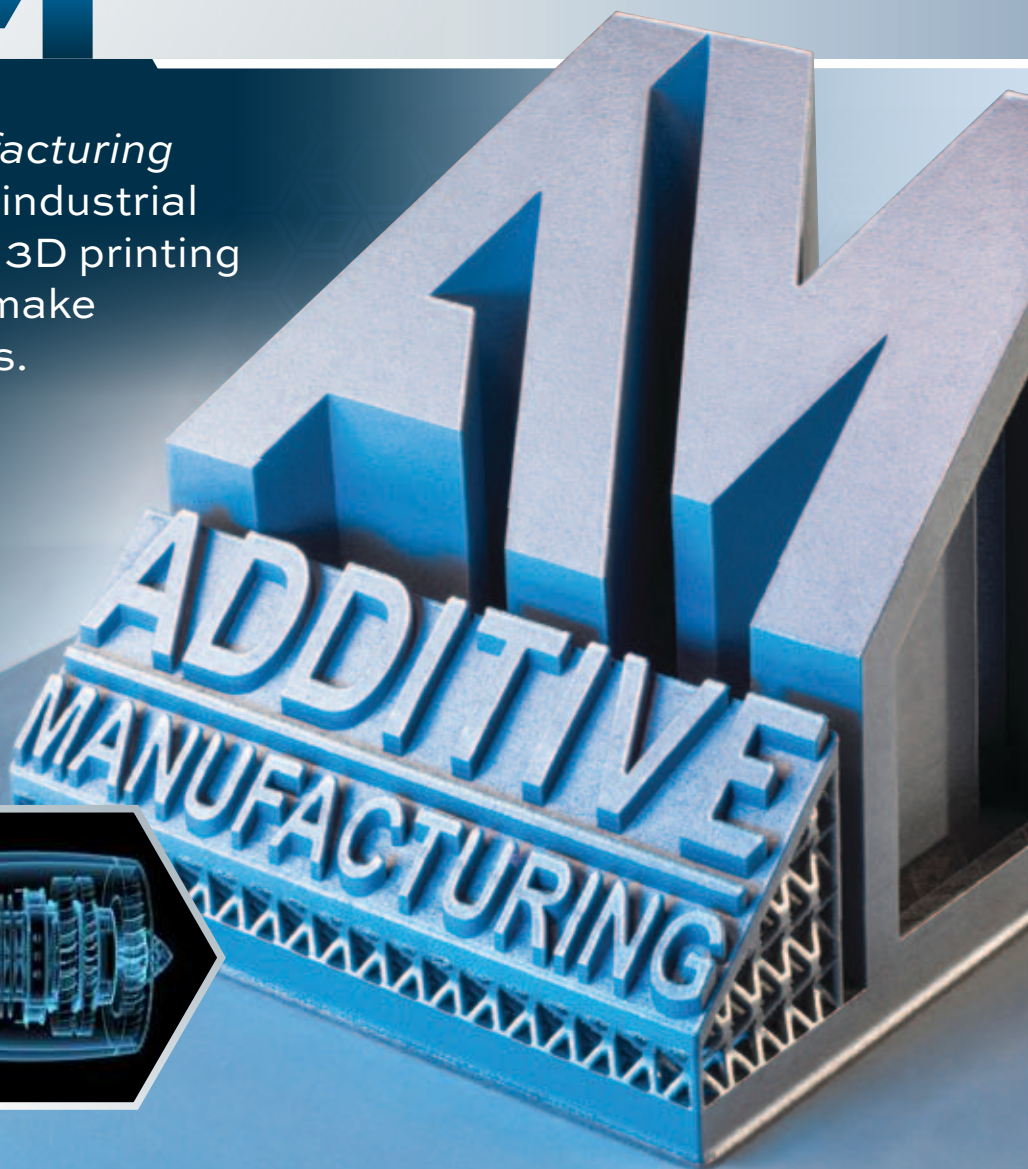


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2017 FALL CONFERENCE AWARD WINNERS

Fall Conference 2017 is in the books—and San Antonio did not disappoint! Members came from all points on the map for four days of networking, learning and celebrating the precision manufacturing industry—made by American Families. Attendance reached record numbers this year and we introduced our IGNITE sessions, nationally-renowned speakers and a Texas-sized and -style entertainment for attendees.

If you were there, here's a look back. If you couldn't make it—here's just a glimpse at what you missed—it's never too early to start planning for next year: October 23-26, 2018 in Denver, CO.



Distinguished Service Award - Gisbert Ledvon
For outstanding service to the industry by other than NTMA Member company representatives.



LA Sommer Award: Bob Mosey
For outstanding and continuing service of the highest magnitude. Emphasis is placed on service to the Association, both of the highest order and over a period of time, connoting excellence in a particular role in NTMA, rather than as a participant in a single event.

MILESTONE ANNIVERSARIES

Longevity and commitment. It's what makes our industry strong and our organization great. The NTMA would like to thank the following members for their 50, 40, and 35 years of service to the industry.

50 Years
Boston Centerless – Woburn, MA (center),
Major Tool & Machine, Inc. – Indianapolis, IN (right)



40 Years
McAfee Tool & Die, Inc. – Uniontown, OH (left)
KVInc. – Shawnee, KS – Jamison, PA (right)



35 Years
Wire Cut Company, Inc. –
PR Machine Works, Inc.



COMPANIES NOT IN ATTENDANCE BUT STILL

70 YEARS +

Superior Die Set Corporation
Ehrhardt Tool & Machine LLC
Hobson & Motzer, Inc.
Bachman Machine Company
Therm, Inc.
Hoppe Technologies, Inc.
Mitchell Machine, Inc.
P-K Tool & Manufacturing
J. W. Harwood Co.
Brinkman Tool & Die, Inc.
Tool Specialties Company

65 YEARS

Christopher Tool & Manufacturing Co.
GEMCity Engineering and Manufacturing

DRT Holdings, Inc.
Precision Boring Company

60 YEARS

Precision Cams/Lamb Machine
Erickson Tool & Machine Company
Wilco Die Tool Machine Company

55 YEARS

United Tool & Engineering Co.

50 YEARS

Boston Centerless
Ledford Engineering Company, Inc.
Collins Instrument Company
Sage Machine & Fabricating

Major Tool & Machine, Inc.
Rockstedt Tool & Die
Atlas Tool, Inc.
Primeway Tool & Engineering Co.

45 YEARS

Fyco Tool & Die, Inc.
Ewart-Ohlson Machine Company
Imperial Machine & Tool Company
Akron Tool & Die Company, Inc.
Kennick Mold & Die, LLC.
Die Cast Tool, LLC
Baumann Engineering
Modern Industries Inc.
Osborn Products, Inc.

40 YEARS

Palma Tool & Die Company, Inc.
Model Machine Company, Inc.
Beaver Tool & Machine
Company, Inc.
Ruoff & Sons, Inc.
KVInc.
Hayden Corporation
South Bend Form Tool Company
R & M Manufacturing Company
Allen Aircraft Products, Inc.
McAfee Tool & Die, Inc.
Pahl Tool Services
Hamill Manufacturing Company



NTMF Award: Mike Kartsonis



Honor Award: Mike Kartsonis

For continuing meritorious service and dedication to the industry and/or the Association. Traditionally rendered for longevity of service and/or dedication as opposed to a single act or service in a short-time industry or Association position.



6S Awards: Rosenberger North America, Overton Industries, Hirsh Precision. These companies received their 6S award but weren't in attendance: Alexandria Industries, Robert Tool & Die Company, Axxis Corporation.

The 6S Excellence Award program was developed by the NTMA Manufacturing Technology Team as a way to recognize shops that employ higher standards of cleanliness and atmosphere. Shop housekeeping is an area for improvement by U.S. shops and raising more U.S. shops to a higher standard will improve recruiting, employee retention, productivity and sales. We congratulate this year's winners.



Alan Ortner gets sworn in as new Executive Committee Member

ANNIVERSARIES

for their dedication to the National Tooling and Machining Association. The following members are celebrating milestone anniversaries in 2017.

— Buena Park, CA (left)
— Mansfield, OH (right)

C & R Manufacturing, Inc. — Shawnee, KS
30 Years

Northwood Industries, Inc. — Perrysburg, OH
25 Years



MARKING NOTEWORTHY ANNIVERSARIES

35 YEARS

Nerjan Development Company
Sterling Engineering Corporation
Precision Tool & Mold, Inc.
General Machine Shop, Inc.
D & S Manufacturing Corporation
Pioneer Tool Supply, Inc.
Forster Tool & Manufacturing, Inc.
Brogdon Machine, Inc.
Burger & Brown Engineering, Inc.
PR Machine Works, Inc.
William Sopko & Sons Co., Inc.
AFC Tool Company, Inc.
Wire Cut Company, Inc.
Proto-Design, Inc. dba
T2K-TOOLING 2000

30 YEARS

North Easton Machine Co., Inc.
Keystone Machine, Inc.
Unique Tool & Manufacturing
Southeastern Technology, Inc.
Associated Electro-Mechanics, Inc.
W & H Stampings & Fineblanking, Inc.
Haberman Machine, Inc.
Three-Way Pattern, Inc.
Manetek, Inc.
North Central Tool & Die, Inc.
Wirecut Technologies Inc.
C & R Manufacturing, Inc.
May Technology & Manufacturing, Inc.
Hanson Mold
Electro-Mechanical Products, Inc.
Hellebusch Tool & Die, Inc.

Sattler Companies, Inc.
Venango Machine Products, Inc.
Meadville Tool Grinding
Advantage Mold & Design
JK Tool & Die, Inc.
Magdic Precision Tooling, Inc.
Conco Systems, Inc.
A-G Tool & Die,
Div. Seilkop Industries, Inc.
Tomak Precision
Fischer Tool & Die Corporation
Bollinger Tool & Die, Inc.
Signal Machine Company
Vanderveer Industrial Plastics, Inc.
Accurate Manufacturing Co.
Repairtech International, Inc.

25 YEARS

Arrow Diversified Tooling, Inc.
Frasal Tool Co., Inc.
Precision Specialists Machine, LLC
Central Tools, Inc.
All-Tech Machining, Inc.
Mod Tech Industries, Inc.
G & K Machine Company
North Canton Tool Company, Inc.
Laser Automation, Inc.
Fargo Machine Company
Northwood Industries, Inc.
Moseys' Production Machinists
Summit Precision, Inc.
Bent River Machine Inc.

CHAPTER AWARDS



Star Chapter Winners:

The Star Chapter designation is awarded to recognize Chapters, their leaders and staff for outstanding achievements in advancing the NTMA and the manufacturing industry.

Akron Chapter • Arizona Chapter • Boston Chapter • Cleveland Chapter • Connecticut Chapter • Indiana Chapter • Kansas City Chapter • Los Angeles Chapter • Michiana Chapter • North Texas Chapter • Northwestern Pennsylvania Chapter • Northern Utah Chapter • Pittsburgh Chapter • Rocky Mountain Chapter • Rock River Chapter • St. Louis Chapter • Tri-State Manufacturing Association Chapter • Western Lake Erie Chapter • Western Massachusetts Chapter

Most Improved Chapter -
Indiana Chapter

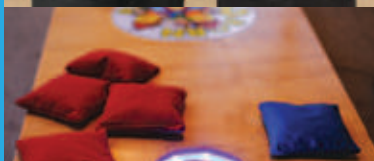


Chapter of the Year -
Northwestern PA Chapter



CORNHOLE TOURNAMENT

CORNHOLE TOURNAMENT CHAMPIONS



RECEPTION PHOTOS

NTMA
MADE BY AMERICAN FAMILIES • 2017

NTMA
MADE BY AMERICAN FAMILIES • 2017

NTMA
MADE BY AMERICAN FAMILIES • 2017

NTMA
MADE BY AMERICAN FAMILIES • 2017

NTMA
MADE BY AMERICAN FAMILIES • 2017



CASINO NIGHT

NTMA
MADE BY AMERICAN FAMILIES
2017

NTMA
MADE BY AMERICAN FAMILIES
2017

NTMA
MADE BY AMERICAN FAMILIES
2017

NTMA
MADE BY AMERICAN FAMILIES
2017

NTMA
MADE BY AMERICAN FAMILIES
2017



IGNITE SESSIONS

GROB LUNCH



ENCHANTED SPRINGS RANCH

5K RUN

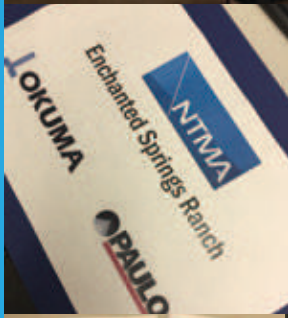
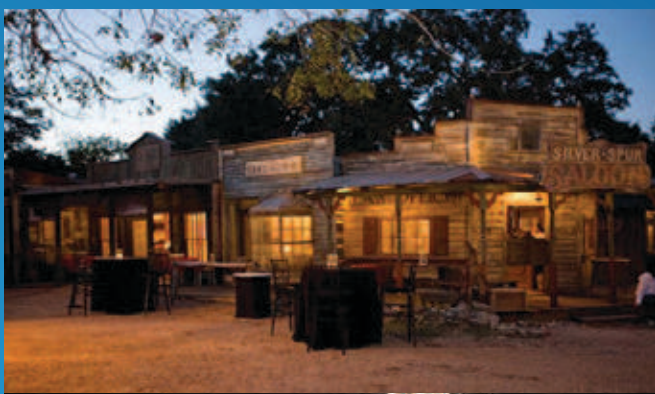
2017
NTMA
MADE BY AMERICAN FAMILIES

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THOUGHTS ON PERFORMANCE MANAGEMENT

BY STACEY SCHROEDER, DIRECTOR OF WORKFORCE, NTMA

The end of the year is approaching, and for many companies that means the dreaded annual performance review. I recently read a quote from an interview that IndustryWeek did with Dr. W. Edwards Deming from 1994 and wanted to share it with you.

IW: One of your more controversial ideas is eliminating performance evaluations.

Dr. Deming: Well yes, because you cannot measure performance. Appraisal of people is ruinous. You cause humiliation, crush the joy out of learning... You are not evaluating him, you are evaluating the interaction with him and the system, the rules and constraints he works in.

Performance reviews were designed decades ago – to meet a very specific type of work, where there were concrete, discrete quantitative things that could be measured – like widgets per hour.

But the systems got complicated as organizations grew, and as the type of work started to change. With technology and the increasing lean nature of organizations, the mismatch of the traditional performance review process and the needs of today's dynamic businesses is more obvious than ever. There are many organizations, large and small, across many industries that have shelved the annual review in favor of a more continuous and fluid process. According to the 2017 Deloitte Human Capital Trends report:

- 82% of companies say performance evaluations are not worth the time.
- 79% of executives rate design of performance management as 'very important'
- 90% of companies that have redesigned performance management see direct improvement in

engagement. 96% say processes are simpler. 83% say quality of conversations between employees and managers is higher.

It's difficult to manage performance because it's a whole system of setting and communicating clear expectations, monitoring performance, providing clear and timely feedback, coaching, and occasionally discipline – all while following the procedures and timelines that your company has set. Even if your company isn't ready to throw out annual reviews, there are steps you can take to make the entire performance management process more valuable and painless. Check out the table showing the 'old rules' vs. the 'new rules.' I bet there are some that resonate with you and address some of your company's pain points. Two that I'll cover briefly as setting performance expectations, giving useful

feedback and upskilling people leaders.

Without expectations, it's not possible to measure performance. This means that setting (and revisiting) goals is incredibly important. For setting SMART goals, I recommend this formula: Action Verb + Task + "to" + Benefit or Result. A great way to think about goals is to divide them into three categories: Core Job Responsibilities, Continuous Improvement and Areas for Opportunity. Goals for core job responsibilities should use action verbs like maintain or execute, should tie clearly to the job description, and will be person-independent and mostly static. Continuous improvement goals should use verbs like grow, increase or reduce and should be related to business needs, and the specific person's aptitude. Goals on areas for opportunity should

FILTER OUT FAILURE

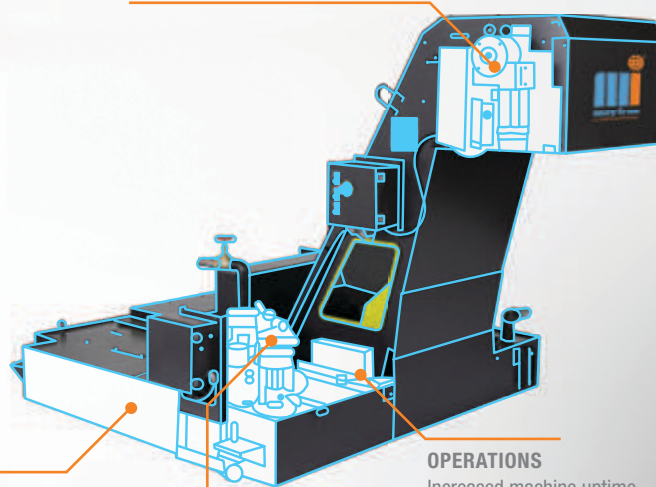
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Old rules	New rules
Performance appraisals and goal-setting conducted once per year	Check-ins conducted quarterly or more frequently; regular goal-setting occurs in an open, collaborative process
Feedback collected by manager at end of year	Feedback collected continuously and easily reviewed at end of year (often through app and mobile tools)
Goals kept confidential with focus on individual achievement	Goals made public and transparent with increased focus on team achievement
Employees evaluated by their manager	Managers also evaluated by their employees
Employees force-ranked on a quantitative scale	Employees rated on a qualitative scale; rankings considered, not forced
Compensation kept confidential and focused on equity bands based on performance ratings	Compensation levels more transparent, more frequently discussed, and focused more on pay for performance than on equity
Managers focused on evaluating performance	Managers focused on coaching and developing people
One leader evaluates each individual in a qualitative, opinion-based process	Many contribute to an individual's performance; evaluating evaluation draws heavily on data
Process considered to be a burden and waste of time	Process is agile, faster, continuous, and lighter

use an appropriate action verb and are usually person-dependent.

A 2014 survey from HBR shows that people want corrective feedback more than praise – IF it's provided in a constructive manner. By a three to one margin, respondents reported that this type of feedback does more to improve their performance than positive feedback. When asked what was most helpful in their careers, nearly 75 percent said they thought their performance would improve if their managers would provide corrective feedback.

SOME OF THE ATTRIBUTES OF USEFUL FEEDBACK ARE:

- It matches the expectations you've specified.
- It's delivered as soon as possible to the event, but at the right place and the right time. If tensions need to cool or there's a big deadline looming – not the right time. In public – not the right place.
- Make sure that your feedback is descriptive and focused on the behavior.
- Make it actionable – and say what you need to say. If you Oreo sandwich it, people sometimes don't hear the constructive part or doubt your honesty.
- Make it two-way.

WHEN GIVING FEEDBACK, FOLLOW THE GUIDELINES BELOW:

Situation – Clearly articulate the event or circumstance.

Behavior – DOES not IS. The only acceptable things to cover are things you directly heard or saw. Actions – comments – nonverbal and mannerisms.

Impact – Clearly articulate the impact the behavior has on you, others, the person themselves. What did you or others feel, think or do as a result? This deals with outcomes – regardless of motives or intent.

My final recommendation is to evaluate the coaching and management skills of all people leaders, and upskilling as appropriate. SMART goals, continuous feedback and coaching, informal (yet useful) conversations and developmental assignments are hallmarks of a humanized performance management approach – but not every leader feels comfortable with these strategies.

A FEW RESOURCES THAT I RECOMMEND ARE:

- **Situation Behavior Impact:** <https://www.mindtools.com/pages/article/situation-behavior-impact-feedback.htm>
- **Situational Leadership:** <http://situational.com/the-cls-difference/situational-leadership-what-we-do/>
- **Eighty-Eight Assignments for Development in Place.** Michael Lombardo and Robert Eichinger. Center for Creative Leadership.
- **Managing Incompetence.** Gabriel Ginebra.
- **2017 Deloitte Global Human Capital Trends** (available online)

I welcome your feedback and questions, and wish you and yours a healthy and happy holiday season!



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What is the #1 challenge for Southern California manufacturers? FINDING TRAINED APPLICANTS!

Our LANTMA Foundation is holding its Annual Auction Fundraiser in early 2018 to support student training in the manufacturing industry.

Start-up companies need machinery and equipment that you no longer use. The proceeds from selling that old mill gathering dust in the corner (or in the middle of the shop) can help produce a skilled candidate for your company.

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LANTMA Foundation is working with Manufacturing Solutions to solicit donations from both member and non-member firms.

Deadline for donations is **December 31st, 2017.**

For more information, please contact:

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CONGRATULATIONS AND BEST WISHES: SALLY SAFRANSKI RETIRES FROM NTMA ST. LOUIS CHAPTER

BY KELLY KASNER, NTMA



The NTMA would like to personally congratulate Sally Safranski, St. Louis chapter executive, on her retirement from the association. The St. Louis Chapter recognized Sally at their 2017 Annual Recognition Event in November with tokens of appreciation and testimonial speeches from 2017 Chapter President Mark Bockerstett and 2018 Chapter President Tim Wetzel.

Prior to serving eight years as the St. Louis NTMA chapter executive, Sally's career focused on association and event management as well as executive-level administrative support. She holds a Bachelor's Degree from Indiana University majoring in English and Journalism.

Sally managed all administrative/local leadership aspects of the St. Louis Chapter exceeding the best practice model. Not only does she have personal engagement and relationships with all members, associates and educators,

she actively volunteered for fundraising events, scholarship programs and peer community support. With Sally's integrity and leadership, she led the St. Louis Chapter to Star Chapter status, and in 2016 St. Louis was awarded Chapter of the Year.

Sally also served as editor of the NTMA The Record from April 2014 to October 2015 writing, directing, formatting and producing NTMA's monthly member magazine and supplemental national communications. Sally played an integral part in our branding transition and raising the bar on the quality of NTMA's presence in the industry via our communications and content.

In addition to time with NTMA, Sally has discovered a passion for quilting. She co-founded a group called "DenimQuilts" that repurposes blue jeans into quilts for foster



children. In the last 7 years, DenimQuilts has created over 1300 personalized quilts - complete with the child's name and interests in mind.

NTMA and its members have greatly benefited from Sally's dedication and diligence. We are confident that she, and her husband, Scott, will find the same success and happiness in their future home in Wisconsin, living close to their children and grandchildren. We wish Sally the best in her future endeavors and thank her for her contribution to the NTMA.



THE ST. LOUIS CHAPTER WELCOMES NEW CHAPTER EXECUTIVE, LORRAINE NIEMANN



Lorraine Niemann has been named the new chapter executive for the St. Louis Chapter. Lorraine assumes the administrative leadership role with a strong background of working with non-profit and for-profit companies. She assumed this role in October offering an ample turnover opportunity with Sally Safranski, the outgoing chapter executive. Lorraine looks forward to the opportunity to work with the board of directors, St. Louis members and with other chapter executives and the NTMA team. Welcome, Lorraine!



Be sure to check the Chapter website www.stlouis-ntma.org for the updated address and phone details.



St. Louis Chapter recognized recipients of 2017 Chapter scholarships as well as eight Brock Babb and Edwin Vobedo (NTMF) scholarships at their November meeting. These scholarships totaled \$31,000 of financial support for the next generation of manufacturing professionals. Workforce development is the major strategic initiative of the St. Louis Chapter.



Alex Lieser, Patterson Mold & Tool (shown with James Martin, Patterson Mold and Tool, and St. Louis Chapter President Mark Bockerstett) was congratulated at the St. Louis Chapter's November meeting with presentation of his NTMA-U diploma. Alex joins several St. Louis Chapter member employees who are NTMA-U graduates, and is the first to do so since the St. Louis Chapter created the portal with free tuition access to any St. Louis member company.

CONNECTICUT CHAPTER PARTAKES IN NETWORKING

DEE BABKIRK, CTMA



The Connecticut Chapter NTMA hosted a networking event at a local brewery in November. The CTMA invited several other local associations to the Thomas Hooker Brewery in Bloomfield, CT. The night included samples, a tour and lots of great company.



NORTHERN UTAH CHAPTER WELCOMES NEW BOARD OF DIRECTORS

SUBMITTED BY MADDIE DAHL, CHAPTER EXECUTIVE, NORTHERN UTAH



Thursday, November 9, the Northern Utah Chapter NTMA unanimously voted in their new board. Congratulations and welcome to the new chapter leaders.

- Bry Davis, President
- Kevin Anderson, Vice President
- Steve Van Orden, Outgoing President
- Art Santana, Secretary/Programming
- Wes Michie, Treasurer
- Broc Bryson, Recruiting
- Matt Wardle, Workforce Chair/Trustee



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An interview with Wolfgang Neitzke



WHAT IS YOUR COMPANY SPECIALTY?

Siemens is a global, leading supplier of systems for industry automation, power generation and transmission, as well as medical diagnostics. Siemens Machine Tool Systems offers today's OEMs and end-customers the most advanced CNC technology in the market — from controls that run the most basic milling and turning machines to multi-axis, hybrid machines with full automation and even robotics.

WHAT IS YOUR COMPANY HISTORY? WHEN/HOW DID YOU START?

170 years ago, Siemens began as a simple startup company in Berlin, Germany. Our founder, Werner von Siemens, designed the world's first pointer telegraph, and together with the 10-man business, built the first long-distance telegraph line in Europe. Today, Siemens is a global pioneer in electrical engineering with 350,000 employees in more than 200 countries around the world. In the U.S., Siemens even has a presence in all 50 states.

WHO ARE YOUR CLIENTS? WHAT TYPE OF WORK SHOULD A COMPANY CONTACT YOU ABOUT?

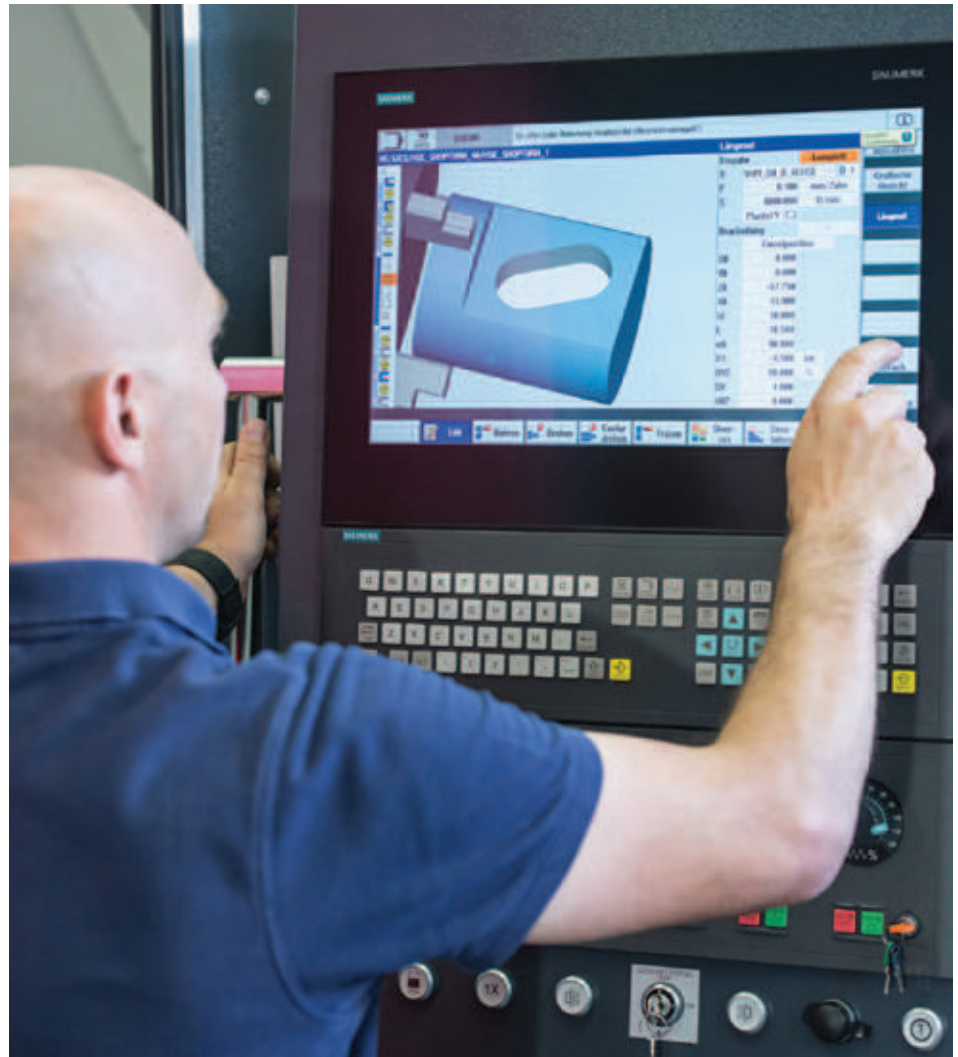
Our customers are machine tool builders and end-users alike. We have a dedicated sales team in the U.S. calling on OEMs looking to incorporate leading-edge CNC solutions into their machine tool offering. In addition, Siemens has a team of professionals to support end-users in practically every segment including job shops, aerospace, automotive and medical part manufacturing, along with machine tool dealers and importers. We clearly understand the requirements of the machine tool industry.

WHAT SETS YOUR COMPANY APART?

Siemens is leading the movement into digitalization. By integrating and digitalizing the entire value chain, we help end-users and OEMs stay competitive in the future.

For example, we can support end-customers from product design; through production planning, production engineering and production execution; all the way to services for your machine. Siemens is the only supplier in the industry to offer a complete CAD/CAM/CNC solution from a single source.

For the OEM, Siemens offers a value chain for the building of machine tools



like no other: from the machine concept; to machine engineering, machine commissioning and machine operation; all the way to services for the machine.

WHAT IS YOUR COMPANY MOTTO?

Control your future. This means, the machine shop can work smarter, be more flexible and more competitive. So when you invest in the machine, insist on SINUMERIK CNC — the control system that delivers the greatest returns on your machines, your operations and your people.

WHAT ELSE WOULD YOU LIKE OUR READERS TO KNOW?

For more than 60 years, our brand name, SINUMERIK, has become synonymous with innovation and technology leadership in the machine tool industry. During the 1960s, Siemens brought the world's first industrial standard numerical control to mar-

ket. In the 1970s, our company introduced the first CNC equipped with a microprocessor. In the 1980s, Siemens presented the first open HMI for machine tools. In the 1990s, Siemens debuted the world's first CNC with integrated safety. And in the 2000s to today, Siemens is consistently making new technological advancements in machine tool automation including an innovative CNC platform for American shop-floors and digitalization in machine tool manufacturing.

At Siemens, we measure the success of our innovations by our customers' success. We stand beside our customers in search for the perfect quality and we develop solutions that exceed their expectations.



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THE RECORD

The background of the lower half of the page is a festive holiday-themed image. It features a close-up of a pine branch heavily laden with white snow or frost. Interspersed among the branches are several bright, out-of-focus lights that create a sparkling effect. The overall color palette is a mix of cool blues, whites, and soft greys, giving it a wintry and celebratory feel.

*The Board of Trustees,
Executive Committee and staff of
the National Tooling and
Machining Association would like
to thank you, the members,
for another successful year.*

*Together, we've learned,
we've grown and we've built
a strong manufacturing
community.*

*We wish you a wonderful holiday
season and we look forward to all
that the year ahead holds.*