



# RECORD

National Tooling & Machining Association



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*The editorial content of the NTMA Record does not necessarily reflect the opinion of the National Tooling & Machining Association or its Chapter affiliates.*

## Chairman's Corner

By Ron Overton, NTMA Chairman of the Board



My year as NTMA Chairman of the Board comes to an end this month (stop applauding, it's not polite). It has been both rewarding and challenging and I have given it my best.

I would like to thank all NTMA members for giving me this opportunity. As hard as I worked, I can honestly say that I received more than I gave. "Leadership in Uncertain Times" has given me a great opportunity to improve as a leader, and I will benefit from what I have learned for the rest of my life. I would like to thank the members of the Executive Team, NTMA staff and

all the members of NTMA for their support and constant encouragement.

We have faced numerous challenges throughout the year and continue to do so. Your Association

is working hard to adjust to the demands of a changing economy, a changing industry and a new generation of members. I have written articles about leadership, patriotism and faith, and have visited chapters talking about the challenges we are all facing and emphasizing that sitting on our hands and saying we can't influence change isn't the answer. This is still the greatest country in the world and it requires our involvement to remain so.

NTMA is a great association and is making progress in educating all Americans about the importance of manufacturing to our national defense and economy. The positive, successful relationships we have developed with PMA and the continued efforts to work together with other manufacturing associations will only strengthen NTMA in the future. NTMA is working harder than any other association to look at itself, inside and out, and change to meet the demands of a new environment. We will make mistakes along the way, however, and rather than focusing on those issues, I urge you to get involved to help improve your Association.

Even though my role as Chairman ends at the Annual Convention in St. Thomas, I will continue to work hard for our Association and look forward to working together for the betterment of our industry. I have enjoyed being your Chairman and making new NTMA friends. I would advise anyone that wants to give back and develop their leadership skills to get involved and help lead your Association. Manufacturing needs a strong NTMA; you need a strong NTMA. Help us build it.

Your friend in Manufacturing, Faith and Patriotism,  
 Ron Overton  
 Overton Industries — Mooresville, Ind.

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# The Weiler Corporation Holds Open House to Showcase Their E-series

Weiler Corporation held an open house to showcase its most recent enhancements to the Flagship E-series Cycle-Controlled Lathes. The event was held Oct. 20-21 at Koch Machine Tools' Houston, Texas, location. Koch Machine Tool is the Weiler distributor for Texas, Oklahoma and Louisiana.

Weiler used this opportunity to formally introduce to the U.S. marketplace an E-50 with the Big Bore option, an E-90 with a Cogsdill ZX bottle boring unit installed directly on the lathe, and various enhanced safety features. An E-70 also was on-site to demonstrate various tooling systems.

The E-50 Big Bore option nearly doubles the spindle bore size to 6 1/2", with a shorter headstock than is available on the larger E-series lathes. This makes the E-50 more economical for industries to utilize a smaller, more cost-efficient machine to be swallowed in the spindle. The E-90 Cogsdill ZX boring unit, which has not been shown in the U.S. until this event, is a feed-style boring bar, which will enable certain tubular parts (such as carrier bodies used in the oil field) to be machined on a lathe. Until now, manufacturing these parts required an additional machining operation to be done on a horizontal boring mill or machining center. Also featured were Weiler machines showing a Sauter turret option, a Sandvik quick change tooling system, optional live tooling for simple secondary milling/drilling operations, machines with 4" and 6" diameter boring capacity and the new guarding systems, which are being offered as options on the Weiler E-Series Cycle-Controlled Lathes.

"Maybe the timing could not be better," said Mike Koch, President of

Koch Machine Tool. "In these slow economic times, the need to quickly and efficiently turnaround small lot sizes of parts is more important than ever."

The Weiler Corporation is a family-owned business. Mr. Fridrich Eisler and his sons, Michael and Alexander, also attended the open house.

For more information on these products or the complete Weiler E-Series Lathes, visit [www.weilerusa.com](http://www.weilerusa.com), or contact Camille Butler, Marketing and Sales, Weiler North America, at 843-513-7205. NTMA

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# Freedom Isn't Free!

Every year the NTMA works hard to get legislation passed that will help the U.S. metalworking industry, and also to stop legislation that will harm the industry. The 2008 elections brought to power a group of people that either doesn't care about manufacturing and small business, or just doesn't get it and doesn't want to. Their agenda appears to view any company owner as rich and they want to take as much away as possible, even if it kills U.S. manufacturing. Since 1943, when the founding members of NTMA went to Washington and stopped the War Department from drafting journeyman tool & die makers and machinists, the NTMA has continued the legislative advocacy needed to stand up for this industry. The 2010 year will not be any different, and might be one of the most important years in our history. We must gain an edge in the Senate, if nothing else.

The anti-small business group holds the numbers in Washington to do just about

anything they want if they stick together. It has been amazing that they have not been able to pass all the legislation they want to. What is holding them back? Your NTMA and PMA coalition, One Voice, is one reason. One Voice has managed to line up other groups to help in our battle and we've been able to bring to public view the truth about much of what they want to pass. We've been able to motivate enough members to contact their elected officials to let them know they're being watched, and we've been able to align ourselves with enough groups on each issue to stop or stall what is happening. At this time in our history, inaction in Congress is good for us!

What most people don't realize is that we hold the power in elections that can stop them from doing what they want, and they know it. As small business people, the aligned groups hold tremendous power to change elections because we have more voters. After all, most elected

officials are just interested in that next election and keeping power. Our foes in Washington are spending millions of dollars on ads and other means to sway votes. We can't match their money, but if we work together we can win the battle. We must get our friends and families to the polls in November and elect those that will actually help us.

There are many battles ahead and we need to raise money to keep up the fight. The NTMA has two funds. One is a Political Action Committee (PAC) called Committee for a Strong Economy (CFASE). That money is donated to campaigns of those that have worked with us or are doing so. It is a closely regulated fund and we have to be careful about how we ask for contributions. The CFASE cannot accept funds from non-members and can only accept funds from member companies that have signed a form giving the NTMA permission to solicit contributions. If you haven't signed one of those forms, please contact the NTMA office and ask them to send an "Approval to Solicit Funds" form to you. You also can contact Jim Grosman, NTMA Marketing director, for more information or a form by e-mailing [jgrosman@ntma.org](mailto:jgrosman@ntma.org).

The other fund, called the Government Affairs Administrative Fund (GAAF), is for general advocacy work. Money from this fund supports the annual Legislative Conference, pays for mailings, supplies and other everyday activities needed to carry out the work. Anyone can donate to this fund and we need to rebuild this fund immediately as well. If you'd like to donate to this fund, please send checks or money orders to the NTMA, 9300 Livingston Road, Ft. Washington, MD 20744, and indicate that the money is for the GAAF. Contributions to the GAAF can also be made online through the NTMA Web site, [www.ntma.org](http://www.ntma.org). From the homepage, click on Store> Merchandise.

One common refrain is that "FREEDOM ISN'T FREE!" Neither is the work the NTMA does in Washington every day standing up for the industry. Please help in any way you can. **NTMA**

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# Business Labor Reports

## OSHA Retooling Offender Program 'Enhanced' Enforcement Expected

Enforcement under the Occupational Safety and Health Act of 1970 (OSH Act) is chronically criticized as inadequate, mismanaged and underfunded.

While these charges are generally directed at all OSHA enforcement, a recent report from the Department of Labor's Office of Inspector General (OIG) was more specific, claiming that across-the-board deficiencies were found in OSHA's Enhanced Enforcement Program (EEP), one of the agency's attempts at specialized enforcement.

While not agreeing with all OIG's criticisms, OSHA has committed to retooling the program. Should the upgrade occur, employers who might be targeted by EEP are advised to comprehensively check the adequacy of their worker-safety compliance programs. The consequences of failing to do so could be major.

President Obama has asked for a 10 percent increase in OSHA's budget for fiscal year 2010. That's \$50.6 million and would allow the agency to hire more than 200 new, full-time employees, the majority of which will be new inspectors.

Dr. David Michaels, recently confirmed as Assistant Secretary of Labor for OSHA, stated that he has a deep commitment to workplace safety and will propel OSHA to be proactive in both regulation and enforcement.

## EEP

The EEP was introduced by OSHA in 2003 to deal with the problem of "recalcitrant employers" — those who "repeatedly flout their OSHA Act obligations, placing their employees at risk."

The EEP included 5 elements:

- Follow-up inspections for high gravity citation cases
- Targeted inspections for other establishments of employers who have high gravity citation cases
- Increased public awareness of OSHA enforcement
- Enhanced settlement provisions
- Federal court enforcement

According to OSHA, a high gravity enforcement case is one that meets one or more of 5 criteria:

- High gravity willful violations
- Multiple high gravity serious violations
- High gravity repeat violations at the originating establishment
- Failure-to-abate notices
- Serious, willful or repeat violations related to a fatality

Enhanced enforcement includes enhanced follow-up inspections, which must assess not only whether the cited violation(s) were abated, but also whether the employer is committing similar violations.

Inspections of related worksites of the same employer also will be conducted to determine whether the compliance problems initially cited are indicative of a company-wide problem.

Furthermore, under EEP, enhanced inspections are typically followed by enhanced settlements of the violations.

Provisions of such settlements include requiring the employer to hire a qualified safety and health consultant to develop an effective and comprehensive safety and health plan and to assist the company in implementing such a program.

## Possible Changes

Employers who have been affected by EEP or might be affected in the future should monitor the direction of this program. In that light, we list the actions OSHA has committed to take in response to OIG's report.

This will include forming an EEP Task Force to make recommendations to improve program efficiency and effectiveness in the following areas:

- Targeting indifferent employers most likely to have unabated hazards and/or companywide safety and health issues at multiple worksites
- Ensuring appropriate actions (i.e., follow-up and related worksite inspections) are taken on indifferent employers and related companies
- Centralizing data analysis to identify employers with multiple EEP qualifying and/or fatality cases that occur across OSHA regions
- Making use of different enhanced enforcement approaches, as appropriate, based on employer industry or the type of worksite
- Identifying and sharing regional and area offices' best practices to improve compliance with EEP

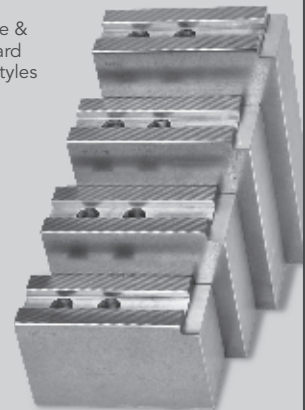
## Too Broken to Fix?

While OSHA may ultimately decide that EEP is too broken to fix, a reinvigoration of the program, or rebirth under another name, is not out of the question. Should Director Michaels succeed in instilling a new aggressiveness into OSHA, the ramp-up in inspection activity could be formidable.

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# BLR Human Resources Q&A

Information on human resources issues is available FREE to NTMA members through NTMA's subscription to Business Legal Reports. Members can access BLR through our Web site at [www.ntma.org](http://www.ntma.org). The Human Resources Research Center provides total access to thousands of HR articles, white papers and tools, as well as one-day expert responses to your questions. You also can participate in online community discussion forums. Here is a recent question that was posted:

*If I have a part time employee who works 20 hours a week (1,040 hours a year) and has worked for the previous 12 months, are they entitled to FMLA leave? Do they ever become eligible?*

Employees eligible for FMLA leave are those who have worked for at least 12 months for the employer from whom leave is requested, and for at least 1,250 hours during the 12 months immediately preceding the start of the leave. The law allows eligible employees to take up to 12 work weeks for leave during any 12-month period for the employee's own serious health condition. The definition of a "serious health condition" includes an illness, injury, impairment, or physical or mental condition that involves either inpatient care (i.e., an overnight stay in a hospital, hospice or

residential care facility) or continuing treatment by a healthcare provider.

Because the employee in your question has not worked the requisite number of hours, he or she is not eligible for FMLA leave. Unless and until the employee works 1,250 hours in the 12 months preceding the start of leave, he or she will remain ineligible for FMLA. The employee may, however, be eligible for leave under another law or company policy.

For more information on FMLA, visit Business Legal Reports through the NTMA Web site at [www.ntma.org](http://www.ntma.org). Click on Resources>HR | Enviro | Safety.

In addition to the Human Resource Center, you also will find important information on environmental and safety issues in the Resource Centers.

## Environmental Resource Center

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## In Memoriam

### Louis R. Toth Toth Technologies Pennsauken, N.J.

Louis R. Toth, 92, passed away on Dec. 21, 2009. He was one of the second-generation owners of Toth Inc., with his brothers Steve and Ted. The business was incorporated as Louis Toth & Sons in 1948 by his father, Louis, and is now owned by his three nephews Ted Jr., Tim and Tom. Lou was employed

at Toth in 1950 and took ownership in 1958, then retired in 1989. Lou liked his toys and brought Toth Inc. into the modern age with the 1965 purchase of two Moog Hydro-points NC machines, and in 1974 with a Bridgeport Boss 4 CNC. He was active with the Philadelphia Delaware Valley Chapter of the NTMA during the 1980s. Lou also loved photography and left Toth Technologies with many great photos recording the history of the company.



P R E C I S I O N

## NTMA Executive Team

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# NTMA Member Creates Program to Help U.S. Companies Sell to the Government

We've heard the stories about people seeing a need and creating a new product to meet that need, and one NTMA member did just that. Randy Mays has been doing business with the government for some time. Others kept asking how he did it and would he help them?

So one day Randy decided to take all his accumulated experience and develop two distinct pathways to share with others. With that, the company, "DoGovtBiz.com," was born.

Have you ever tried to sell to the government? DoGovtBiz.com can make it an easy process. One of the pathways that Randy developed involves pulling government solicitations that fit its clients' capabilities, "streamlining"

these solicitations, and then sending hard copies of these to the clients. Having done millions of dollars in government business, the company seems to have found a handle on how to DO business with the government and all that entails.

"As important as it is to make good parts, if you don't do the paperwork correctly as well, you may find yourself on the outside looking in," Randy reminds his clients.

Randy's pathway(s) do not get you started and then leave you to fend for yourself. Their success is in taking a company from the beginning, which is "Registering with CCR," all the way through "Shipping product." Randy's

team has the book smarts to go along with the street smarts from actually having been there.

DoGovtBiz.com has all the support needed to get the job done and help its clients become successful. The company can offer technical support and has a hands-on background to deal with all kinds of questions, including interpretations on drawings and solicitations, as well as all the related documents, such as QAP's, Mil-Specs, Mil-Stds and many others. Its employees know where to find the answers because they've been there.

DoGovtBiz.com now offers two successful pathways for clients to gain access and opportunities for government work. Anyone interested in finding out how Randy does it should visit his Web site, [www.dogovtbiz.com](http://www.dogovtbiz.com), and view the information there. All contact information also is there. Remember, "You can't hit a homerun if you're not in the game!"

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# Members in the News

## Rock River Valley Chapter Installs New President



Matt Baker, Versa Tool & Dies, accepts the President's gavel from Doug Mason, 2009 Chapter President.



Matt Baker presents a plaque to Doug Mason, EWT/3DCNC for his service as outgoing Rock River Valley Chapter President.



Rod Meade, United Tool and Engineering, accepts a plaque in appreciation of his 24 years of service on the board of the RRV Chapter.

## NTMA Member Adds New High Tech Laser

Superior Joining Technologies, a member of the Rock River Valley Chapter in Rockford, Ill., added a TruLaser Cell 7040 to expand its capability in multi-axis 3-D laser welding and cutting.

"This machine's radical processing speeds provide us with aggressive cost competitiveness and rapid turn-around time. The large work area provides a tremendous amount of flexibility in throughput, as well as work piece configuration," said Thom Shelow, President.

Established in 1992, Superior Joining Technologies Inc. is a woman-owned small business located in north-central Illinois. It is an AS 9100:2004 registered firm, specializing in GTAW (gas tungsten arc welding, or "TIG"), "Micro-TIG" and "Micro-Laser" welding, Laser Part Marking, in addition to Multi-Axis Laser Cutting and Welding, Fluorescent Dye Penetrant and Magnetic Particle Inspection, and is NADCAP accredited for both NDT disciplines.

Its customers include Boeing, B E Aerospace, GE Aviation and many others. Parts produced at the company are used on Boeing 717, 787 and MD-90s to name a few.

The company also has an AWS Certified Weld Inspector on staff, as well as Level II and Level III NDT Inspectors certified in PT and MT. For more information please visit its Web site, [www.superiorit.com](http://www.superiorit.com)



Teresa Beach-Shelow and Thom Shelow of Superior Joining Technologies with their new TruLaser

## Jim King to be Sr. Vice President of Sales for Okuma America Corp.

Jim King will join Okuma America Corporation as the Senior Vice President of Sales. King will be responsible for leading the Okuma sales team and spearheading the relationships with the Okuma distributors in North and South America. He brings to Okuma nearly 30 years of experience working in industrial markets, including automation and control software.

King comes to Okuma from Siemens Energy and Automation, where he served as the Director of Strategic Channel Development. While at Siemens, he was successful at bringing discipline and structure to the distributor network, resulting in significant sales increases.

"Jim King has a history of leading change, improving processes and increasing sales. He has a natural inclination to look at business performance and seek improvements," said Larry Schwartz, President and COO of Okuma. "We look forward to using his talents and experience as an excellent resource, supporter of and partner for our distributors."

King will be based at the Okuma America Corporation headquarters in Charlotte, N.C.

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NTMA helps members of the U.S. precision custom manufacturing industry achieve business success in a global economy through advocacy, advice, networking, information, programs, and services.

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## Tax Time Reminder – Claim Your R&D Tax Credit and Improve Cash Flow!

With tax season upon us, now is the time to evaluate whether your company can benefit from the Research and Development (R&D) Tax Credit. Many NTMA members do take advantage of the R&D Tax Credit and are improving their cash flow!

The definition of Research and Development (R&D) is much broader than people realize. “Job Shops” of all kinds, including metal stampers and fabricators, precision machiners, mold builders and plastic injection molders, often believe that they DON’T have R&D taking place. They mistakenly believe it’s only their customers who are doing the R&D, and that they are

simply making products for their customers who provide the drawings for products/parts. However, these “job shops” can have substantial R&D taking place through their “PROCESS” development and improvement activities.

This past November, Black Line Group, an NTMA Member that focuses solely on the R&D Tax Credit (not an accounting firm) and that has already assisted many NTMA members, presented the most highly attended Webinar ever put on by the NTMA on the R&D Tax Credit. This Webinar addressed the benefits and risks of claiming an R&D Tax Credit, and featured two NTMA members who

discussed their experiences with their R&D Tax Credit claims.

The recorded Webinar and PowerPoint presentation are available online in the NTMA archived Webinar section: [www.ntma.org/eweb/dynamic-page.aspx?webcode=ArchivedWebinars](http://www.ntma.org/eweb/dynamic-page.aspx?webcode=ArchivedWebinars).

Also, the January and February 2009 issues of the Record has a two-part article on the R&D Tax Credit titled “Is Your Company Leaving Money on the Table?” These articles can be accessed on the NTMA Web site in the Document Library in the NTMA “Record” section: [www.ntma.org/eweb/dynamicpage.aspx?webcode=DocumentLibrary](http://www.ntma.org/eweb/dynamicpage.aspx?webcode=DocumentLibrary).

To learn more about the R&D Tax Credit or to discuss your company’s opportunity, contact Scott Schmidt of Black Line Group at 763-550-0111, via e-mail at [scott@blacklinegrp.com](mailto:scott@blacklinegrp.com) or visit Black Line Group’s Web site at [www.blacklinegrp.com](http://www.blacklinegrp.com). NTMA

## Class Testing Underway for Precision Machining Technology Text

NIMS is proud to sponsor and endorse the upcoming Precision Machining Technology textbook from Delmar/Cengage Learning. The brand new textbook is an introduction into precision machining, specifically designed for sec-

ondary and post-secondary students. With NIMS nationally-recognized skills standards in mind, the textbook covers all aspects involved in earning any of the Machining Level I credentials currently offered through NIMS.

Authoring this book are 4 instructors who have incorporated NIMS credentials into their respective machining programs and been active supporters of NIMS efforts through the years. Those instructors are: Peter J. Hoffman, of Berks Career & Technology Center West in Leesport, Pa.; Eric S. Hopewell, of Berks Career & Technology Center West in Leesport, Pa.; Brian Janes, of Bowling Green Technical College in Bowling Green, Ky.; and Kent M. Sharp, Jr., of Radford High School in Radford, Va.

Based on the contributions of these 4 machining instructors, the initial version of the textbook will be divided into 8 basic sections that go hand-in-hand with the 11 credentials available in NIMS Machining Level I. Each section will contain “units” that will include “Learning Objectives, Key Terms, Safety Checks, End of Chapter Summaries, and End of Chapter Review Questions.” The 8 sections are:

Introduction to Machining  
Measurement, Materials & Safety Job Planning, Benchwork & Layout, Turning,



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Drill Press, Milling, Grinding, Computer Numerical Control (CNC).

To ensure this textbook is on target, complete with fully functional lessons and as effective as it can be, it is currently being class-tested by instructors across the U.S., who are not only veterans of teaching, but also of the NIMS Credentialing Program.

These participating instructors are: Edward Drapatin, of Kaynor Technical High School in Waterbury, Conn.; Robert Williams, of Manatee Technical Institute in Bradenton, Fla.; Jim Granahan, of Monroe Career & Technical Institute in Bartonsville, Pa.; Frank Knorr, of Columbia-Montour Area Vocational Technical School in Bloomsburg, Pa.; John Battista, of Prosser Career Academy in Chicago, Ill.; Gene Holder, of Weaver Academy in Greensboro, N.C.; and Jeffrey Hines, of College of Lake County in Grayslake, Ill.

NIMS Board of Directors and NIMS Staff thank everyone involved in the authoring, testing and publishing of this much-needed classroom text, especially Dave Boelio, who has led the initiative to make this goal a reality. Once class testing has ended and final edits have been made, NIMS will make an official announcement on how to purchase these for your training program. Keep an eye on the NIMS homepage for details, [www.nims-skills.org](http://www.nims-skills.org). NTMA

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# Getting Jobs Through Engineering

(This is another article in a series about a process of ongoing improvement using TOC, Lean and Six Sigma.)

*Brad:* It's been three years since we joined NTMA as National Associate Members. Shortly after we joined, after seeing the benefits Theory of Constraints (TOC) could have for NTMA members, you developed the "Velocity Scheduling System." It is for scheduling machine shops (and job shops) to help them improve lead times, due date performance and reduce the ensuing chaos that results from the 9 Challenges of Scheduling A Machine Shop\* they contend with daily. You've had 35 small, medium and very large shops attend — online — with a 100 percent success rate. Why create a program for engineering?

\*You can download that free report at: [www.VelocitySchedulingSystem.com/ebook](http://www.VelocitySchedulingSystem.com/ebook)

*Dr. Lisa:* Many machine shops also cope with problems in engineering. A job comes in, and it goes into the queue. It can be feast or famine. When it is feast, engineers are multi-tasking between hot and red hot jobs, and put the shop under real-time pressure when they are late with their designs and prints. They need a good solution too, so I developed the Project Velocity System, and there is a software package to support it.

*Brad:* Engineering is like graphic design in printing. When new orders start coming, it is easy to have them pile up, starving the shop. It can be a real bottleneck. And when it is slow, that's an expensive resource to have idled. Very few other people know how to do their job, and engineers don't seem to do other jobs well, either.

Mafia Offer, you typically do not want engineering to be your constraint. Engineering needs the capacity to feed the shop, so the company can meet its sales goals and maintain short, responsive lead-times with 100 percent due date performance all of the time.

*Brad:* Aren't customers the real problem? Supplying incomplete information to the engineers, late?

*Dr. Lisa:* Blaming customers won't solve the problem, although what you say is often true and they are a large source of variability.

*Brad:* So what is the real problem, and what is the solution?

*Dr. Lisa:* The real problem is how engineers do what they do. (It's typically NOT that we need more engineers.) But it isn't just the engineers, it's all of us. It is how projects are managed. We allow some bad assumptions about the best way to manage projects significantly deteriorate our project performance. It is true everywhere around the world.

*Brad:* For example?

*Dr. Lisa:* For example, the idea that there is good multi-tasking. Multi-tasking has a terrible effect on engineering. Engineers must finish projects, and that means they need to 1) know which projects to focus on and 2) work on finishing those, rather than starting all of them. Projects need to flow quickly through engineering. But that is just one example. I have a white paper on the subject called "Information Overload Destroyer," that can be downloaded at [www.InformationOverloadDestroyer.com](http://www.InformationOverloadDestroyer.com) for additional examples.

*Brad:* So what is Project Velocity System, and how does it help?

*Dr. Lisa:* In the Project Velocity System Coaching Program, I will take the people involved with managing and doing projects through 10 sessions, followed by 10 coaching sessions aimed at getting immediate improvement in project delivery:

*Dr. Lisa:* Yes, that's exactly what happens. Engineering or design starves manufacturing. And, many of the companies that participated in Velocity Scheduling System went on to create a Mafia Offer with our on-line Mafia Offer Boot Camp. This put even more pressure on engineering, because once they had an outstanding market offer, shops started bringing in more NEW business, which means more load on engineering. In addition, even without a

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On time, in scope and within budget. In other words, we will focus on getting a job ready for manufacturing BEFORE they need it.

*Brad:* I thought that in project management, if you're lucky, you only got to pick two of the three. Of course, with a lot of projects, you get one or none. It's not unusual for projects to be late, with scope sacrificed, and way over budget.

*Dr. Lisa:* That's reality without a process, but with the right process, you can ensure that engineering is not, and will not, starve manufacturing. And this can be accomplished by the end of the Project Velocity System Coaching Program, and most often without hiring a single additional engineer.

Want to improve your engineering and project management performance? Go to [www.ProjectVelocitySystem.com](http://www.ProjectVelocitySystem.com) to learn more and sign-up for the next available program. Want to talk about

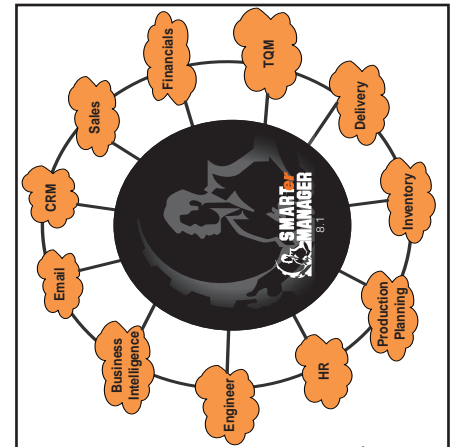
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*"Dr. Lisa" Lang is President of the Science of Business. She recently served as Dr. Goldratt's Global Marketing Director, and is a member of the Board of TOCICO. She can be reached at [DrLisa@ScienceofBusiness.com](mailto:DrLisa@ScienceofBusiness.com) and 303-909-3343.*

*Brad Stillahn is a business owner that successfully implemented TOC in his own business, exited his business on his terms, and is now helping other business owners do the same. Set up a TOC Advisory Board for your company! Brad can be reached at [Brad@ScienceofBusiness.com](mailto:Brad@ScienceofBusiness.com) and 303-886-9939.*



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## Okuma Technology Institute Opens at Davis Applied Technology College

In January, Okuma America Corporation, Hartwig Inc. and Davis Applied Technology College (DATC) formally opened the new Okuma Technology Institute with a ribbon-cutting ceremony and a three-day celebration of manufacturing technology. The event was attended by representatives from local businesses and manufacturing facilities from 8 states.

The event kicked off with a presentation on the State of U.S. Manufacturing by Peter Borden, President of the American Machine Tool Distributor Association. Borden discussed challenges faced by manufacturers across the U.S. and in Utah, as well as a general forecast of future manufacturing activity.



Gary Hartwig (Hartwig), Michael Bouwhuis (DATC) and Larry Schwartz (Okuma) cut the ribbon to officially open the Okuma Technology Institute at DATC.

A ribbon-cutting ceremony was led by DATC President Michael Bouwhuis, who recognized Larry Schwartz,

*(Continued on page 14)*

(Continued from page 13)

President and COO of Okuma America, and Gary Hartwig, President of Hartwig Inc. President Bouwhuis thanked them for their vision and contributions to education and manufacturing, stating that, "In my career, this is the most exciting partnership we've ever created."



Manufacturers watch a part being cut on the Okuma LB-3000EXMY at DATC.

Throughout the three days, manufacturers and students were treated to machining demonstrations and seminars on productivity improvement, including lean manufacturing and automation. Representatives from members of

NTMA helps members of the U.S. precision custom manufacturing industry achieve business success in a global economy through advocacy, advice, networking, information, programs, and services.



Visit the NTMA Web site at [www.ntma.org](http://www.ntma.org)



Geoff Hartwig, Greg Hartwig, Gary Hartwig, Peter Borden (AMTDA), Larry Schwartz (Okuma) stand by the Multus MA-500HB.

Partners in THINC were on hand to discuss manufacturing technology and peripheral equipment, including gaging, tooling, workholding and software.

The Okuma Technology Institute will help educate and train DATC students to become CNC programmers and machinists. The facility also serves as a showroom for Hartwig Inc. to use when demonstrating Okuma technology to manufacturers in the region. Ken Evans, DATC machine tool technology instructor, said, "When a customer buys a machine, we can package the training. It really is a win-win situation for us, for Okuma and for the customer."



DATC President, Michael Bouwhuis addresses the crowd at the Grand Opening of the Okuma Technology Institute at DATC.

To schedule a tour of the facility, contact Mindi Woolever at 801-593-2587 or e-mail, [mindi.woolever@datc.edu](mailto:mindi.woolever@datc.edu).

#### About Okuma America Corporation:

Okuma America Corporation is the U.S.-based affiliate of Okuma Corporation, a world leader in the development of computer numeric controls (CNC) and machining technology, founded in 1898 in Nagoya, Japan. Known for its technology leadership and world-class manufacturing, product quality and dedication to customer service, Okuma strives to be the machine tool solution provider to manufacturers worldwide. For more information, visit [www.okuma.com](http://www.okuma.com)

#### About Hartwig Inc.:

For half a century, Hartwig has been focused on helping its customers control their manufacturing destiny and keeping manufacturing in the United States. One of the largest machine tool and metal cutting distributors in North America, Hartwig owns and operates 8 office locations, covering 14 states in the Mountain and Central U.S. With a dedicated staff and heavy focus on after-sale support and engineering, Hartwig continues to be an organization its customers turn to for their success. Hartwig is not just a machine tool distributor, but a company that makes sense doing business with. For more information, visit [www.hartwiginc.com](http://www.hartwiginc.com).

#### About Davis Applied Technology College:

Davis Applied Technology College (DATC) is one of 8 campuses of the Utah College of Applied Technology, and is located just north of Salt Lake City, Utah. DATC provides training in an open-entry, open-exit environment which annually prepares more than 7,400 high school and adult students with career and technical skills. DATC currently offers certificate programs in the Schools of Business, Construction, Health Professions, Information Technology, Manufacturing, Service Professions and Transportation. The College is committed to quality education and dedicated to its philosophy of "We Change Lives." For more information, visit [www.datc.edu](http://www.datc.edu).

NTMA

## Tom Garcia, NTMA Director of Business Development, Retires



After more than 30 years of service to the Association, Tom Garcia announced his retirement effective Friday, Feb. 5.

Tom joined NTMA in September 1979 as Marketing Manager. During his NTMA career he has also held the position of Membership Director and, most recently, Director of Business Development. Tom was responsible for the success of 47 NTMA Purchasing Fairs since they were introduced in 1982. From 1998-2004, Tom served as General Manager of the International Special Tooling Association (ISTMA). He has traveled extensively for the Association and participated in more

than 60 national and international conferences.

In contemplating retirement Tom commented that “the time is right for me to move forward and focus on other possibilities and opportunities. It has been a terrific ride and I hope that my contributions and service have added value to our association and industry.

I will treasure the many close friendships that I have made over the years with NTMA staff and members and wish the best for our association in the transition to a new location and strategic direction in Cleveland.”

Tom and his wife, Natalie, will continue to reside in Arlington, Va. His immediate plans include spending more time with his 6 young grandsons.

We wish Tom all the best for a long and healthful retirement. NTMA

## Winter Business & Customer Forecast Report Now Available

As 2010 begins, there are signs of life in the manufacturing sector. Consumers appear to be more positive when asked about the future — but still greatly concerned about their current condition. The phrase ‘jobless recovery’ is increasingly becoming a reality, as many people remain without work or, at best, in fear of losing their current job.

For most sectors, this recovery appears to be very slow. Yet, there is anecdotal evidence of early steps toward a recovery. Increasingly, tooling and machining shops are reporting they are finding new business and starting to experience an increase in new orders.

One nagging concern continues to be the effect the commercial real estate market might have on the economy. While some are suggesting it could lead to a double-dip recession, the commercial sector has yet to experience the severe impact that hit the housing market.

Forecast for industry sectors:

Tool, Dies and Fixtures:	+0.24 percent
Molds:	+0.25 percent
Special Machines:	+0.30 percent
Precision Machining:	+0.21 percent

Find the complete Business & Customer Forecast Report online at [www.ntma.org](http://www.ntma.org). Click on Resources>Reports>Business/Customer Forecast Reports.

Also available – the Business Conditions Report (for the 6-month period ending 12/31/09) – a clear geographic snapshot of business trends and conditions as they relate to the special tooling and machining industry. NTMA

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# Meet Your Team Leaders! Business Development Team



John Dalrymple

In 2010, the NTMA Business Development Team will be led by John Dalrymple, President of Hamill Manufacturing of the NTMA Pittsburgh Chapter. The mission of the Business Development Team is: "To provide short and long-term strategic direction for all industry marketing,

meetings and business development activities in accordance with the strategic plan outlined by the Executive Team and Board of Trustees."

Specifically, the teams' goals are:

1. Provide programs designed to assist membership in developing and expanding its market share, both foreign and domestic.
2. Provide insight and support regarding the organization and development of NTMA national conferences and meetings.
3. Advise and support the implementation and management of affinity programs and partnerships that will provide cost-savings for members and value-added benefits for the Association.

Dalrymple has had an interesting career, starting out as a co-op student his senior year in high school at Hamill. After graduation he entered the apprentice machinist program, but he wanted even more and attended Westmoreland Community College part-time to pursue an associate's degree in engineering. In his 30 years at Hamill, Dalrymple has held positions as a machinist, CNC programmer, manufacturing supervisor, manufacturing manager, director of customer development and now President.

Hamill was founded in 1952 by William B. Kelly. The company specializes in machining, welding and fabricating complex larger components and difficult to machine metals, such as Inconel, stainless steel and titanium. Hamill's core business is defense-related, primarily naval nuclear. They also service aerospace and various power generation markets that include solar and nuclear.

Dalrymple said they provide more than a manufacturing and fabrication service by providing engineering and test services such as drafting, tool design and structural analysis. They also provide testing services such as hydrostatic, corrosion and load testing. Hamill is qualified at the examiner level in nearly all non-destructive test disciplines, such as radiography, ultrasonic, magnetic particle and liquid penetrant inspections. These capabilities allow Hamill to pursue opportunities that others might not be able to because they don't have the complete set of competencies needed for support.

Dalrymple has been involved at the national level for some time. He said, "The networking opportunities that the NTMA provides are irreplaceable. The willingness of other members to discuss issues and offer advice from their perspective and experience is like having an extended management team."

The entire Hamill team is involved at both national and local levels, with several key Hamill team members serving at the local level as well. NTMA

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# Manufacturing Electronics Health Monitoring Technology

Nokomis Inc., an NCDMM Alliance Partner, developed a system to scan and alert users of impending electronic equipment failures by automatically predicting faults prior to breakdowns. All electronic devices create unique spectral fingerprints that can be utilized for analysis of internal components. As electronics age, Nokomis can detect miniscule changes that signal imminent failure. The Manufacturing Electronics Health Monitoring (MEHM) system provides robust diagnostics of electronic devices.

When electronics systems fail unexpectedly, manufacturers face downtime, high repair costs and reduced product quality. Operational malfunctions can produce cascade failures and users have no way of knowing that the problem exists. In order to prevent problems, maintenance must replace components while they are still functional, wasting component lifespan and, in turn, time and money.

The patented MEHM technology scans and alerts the user of impending malfunctions by automatically identifying fault indicators prior to breakdown. Maintenance personnel can utilize the technology with little training. The unit is self-contained and does not

require massive installation costs associated with other monitoring systems. The system will pay for itself by reducing maintenance and downtime costs.

The MEHM system was developed utilizing Nokomis patented Advanced Electromagnetic Detection of Electronic Device (AELED) technology. AELED was developed during 5 years with more than \$10 million in Department of Defense (DoD) funding, as well as internal R&D investment. The AELED technology demonstrated abilities to detect and identify electronic devices of all varieties. The MEHM system, incorporating AELED technology, can operate in cluttered, noisy environments providing passive standoff

sensing. Multiple configurations of the system are currently in development.

Nokomis is working to expand the technology onto the shop floor for machine tool and controller diagnostics. Partnership with the NCDMM will provide greater access to shop floor expertise and specific value added opportunities within the defense industrial base.

Nokomis, incorporated in 2002, provides the highest quality products, engineering expertise, customer service and robust technical solutions for our customers. Nokomis develops, supports and manufactures pre-eminent electromagnetic products for the defense industry. Unique in-house abilities have translated into state-of-the-art next generation electromagnetic technologies.

This article provided by the National Center for Defense Manufacturing & Machining, at [www.ncdmm.org](http://www.ncdmm.org). **NTMA**

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# Update on Legislative Activity

Your NTMA's activity level in Washington will increase as the year goes by thanks to the "Miracle in Massachusetts" that people are calling the election results in the January Senate race. The voters in Massachusetts proved that we do have a choice and we can make a difference. That race seemed to tip the scales a little in manufacturing's favor. The health care bill that was a "done deal," according to Nancy Pelosi and her friends, all but fell apart. The anti-small business powers in charge in Washington couldn't get the votes to get the deal done as the President had wanted. They have promised to change tactics and push smaller agendas to get the same thing done.

We still haven't won. The group in charge has promised to "regulate what they can't legislate." For one thing they

have nominated a union official to be head of the NLRB that helped write the Employee Free Choice Act (Card Check). He has already said he will install regulations that card check would have made law. The One Voice efforts of the NTMA and PMA, along with several other national trade groups, are working to block this nomination. Some of the biggest lobbying groups working against small business sold out their members on the healthcare bill and will want to be repaid in the coming months. We must remain focused on everything they do, while we attempt to educate and inform elected officials on the importance of manufacturing to the U.S. economy.

Please don't sit back and become apathetic about this work. It is a team effort with our lobby group, The Franklin Partnership, keeping you

informed about what is going on, and members responding to calls for action when they come out. On April 20-21, please consider coming to Washington to let your elected officials hear first hand about how what they do impacts your company and your ability to compete. We must be watchful, active and most of all vigilant!

NTMA

## Calendar of Events

### NTMA/PMA Legislative Conference

Westin Washington, D.C. City Center Hotel  
Washington, D.C.  
April 20-21, 2010

### American Machinist Machine Shop Workshop

Cleveland, Ohio  
April 21-22, 2010

### NTMA/PMA Contract Manufacturing Purchasing Fair: *Bringing Work Back to the U.S.A.*

Hyatt Regency Irvine  
Irvine, Calif.  
May 12, 2010

### 38th Annual NTMA/NIMS National Apprentice Competition

Indianapolis, Ind.  
Hosted by Indiana Chapter, NTMA  
June 9-12, 2010

### 13th ISTMA World Conference

Caesar's Windsor  
Windsor, Ontario, Canada  
June 20-24, 2010

### Joint NTMA Fall Conference & PMA Annual Meeting

Amelia Island Plantation  
Amelia Island, Fla.  
October 6-10, 2010

### NTMA/PMA Contract Manufacturing Purchasing Fair: *Bringing Work Back to the U.S.A.*

MGM Grand at Foxwoods  
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# How to Read Your Prospect Like a Book!

By John Boe

Top salespeople and the most successful managers recognize the importance of nonverbal communication in the selling process and have learned to “listen with their eyes.” They understand that one of the easiest and most effective ways to close sales is to be aware of their prospect’s “buy signals.”

Are you aware that your body language reveals your deepest feelings and hidden thoughts to total strangers? It might surprise you to know that research indicates that more than 70 percent of our communication is done nonverbally. In fact, studies show that nonverbal communication has a much greater impact and reliability than the spoken word. Therefore, if your prospect’s words are incongruent with their body language gestures, you would be

wise to rely on their body language as a more accurate reflection of their true feelings. Body language is a mixture of movement, posture, and tone of voice. The good news about this subject is that your subconscious mind already understands the meaning of every gesture, posture and voice inflection. The bad news is, without the proper training you are unable to consciously apply this information.

## Gain the Competitive Edge

Get started on the right foot. Research shows that we decide in the first few moments whether we like someone or not. Yes, we also judge a book by its cover too. There is absolutely no substitute for a positive first impression. Create a favorable first

impression and build rapport quickly by using open body language. In addition to smiling and making good eye contact, you should show the palms of your hands, keep your arms unfolded, and your legs uncrossed.

Create harmony by “matching and mirroring” your prospect’s body language gestures. Matching and mirroring is unconscious mimicry. It is a way of subconsciously telling another that you like them and agree with them. The next time you are at a social event, notice how many people are subconsciously matching one another. Likewise, when people disagree, they subconsciously mismatch their body language gestures. The psychological principle behind matching and mirroring is that people want to do business with salespeople that they believe are similar to them.

You can build trust and rapport by deliberately, but subtly, matching your prospect’s body language in the first 10

*(Continued on page 20)*

## NTMA Customer Value Proposition

*“Your membership in the National Tooling & Machining Association will position your company amongst the best in the industry by providing the resources and tools necessary for world class performance.”*

*“Your return on investment is immediate as you leverage the vast knowledge that resides within the Association and apply it to your business.”*

*“An advocate for our industry, NTMA leads the charge for precision manufacturing through networking, lobbying, education, procurement, advice and assistance, and focused cost savings programs.”*

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minutes of the appointment. For example, if you notice that your prospect is crossing their arms, subtly cross your arms to match them. After you believe you have developed trust and rapport, verify it by seeing if your prospect will match you. Uncross your arms and see if your prospect will match and mirror you as you move into a more open posture. If you notice your prospect subconsciously matching your body language gestures - then congratulations, this indicates that you have developed trust and rapport. Conversely, if you notice your prospect mismatching your body language gestures, you know trust and rapport has not been established and you need to continue matching and mirroring them.

### Body Language Basics

Be mindful to evaluate the flow of "gesture clusters" rather than isolated gestures taken out of context. Listed below are some important body

language gestures that you need to become familiar with.

### Body Postures:

There are two basic categories of body postures; Open/Closed and Forward/Back. In an open and receptive body posture, arms are unfolded, legs are uncrossed and palms are exposed. In a closed body posture, arms are folded, legs are crossed and the entire body is usually turned away.

- Leaning back and closed = Lack of interest.
- Leaning back and open = Contemplation and cautious interest.
- Leaning forward and closed = Potential aggressive behavior.
- Leaning forward and open = Interest and agreement. If appropriate, this would be a good time to ask for the order.

### Head Gestures:

There are 4 basic head positions.

- Head neutral = Neutral and open attitude.
- Tilted back = Superior attitude.
- Tilted down = Negative and judgmental attitude.
- Tilted to one side = Interest.

### Facial Gestures:

Facial gestures reveal deceit, doubt, deliberation, and critical judgment.

- Eye rub = Deceit, "see no evil."
- Eye roll = Dismissive gesture that indicates superiority.
- Looking over top of glasses = Scrutiny and a critical attitude.
- Nose rub = Dislike of the subject.
- Hand or fingers blocking mouth = Deceit, "speak no evil."
- Chin stroking = Making a decision.
- Thumb under chin with index finger pointing vertically along the cheek = Negative attitude and critical judgment.

Are you missing your prospect's buy signals? As a professional salesperson you must continuously monitor your prospect's body language and adjust your presentation accordingly. By understanding your prospect's body language gestures you will minimize perceived sales pressure and know when it's appropriate to close the sale! NTMA

John Boe presents a wide variety of motivational and sales-oriented keynotes and seminar programs for sales meetings and conventions. John is a nationally recognized sales trainer and business motivational speaker with an impeccable track record in the meeting industry. To have John speak at your next event, visit [www.johnboe.com](http://www.johnboe.com) or call 877 725-3750. A free newsletter is available on the Web site.

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