



THE CRITICAL COMPONENTS OF HUMAN RESOURCES:

What does it take to recruit and retain top talent?

We've got the building blocks for a winning team

Inside this issue

WAGE AND BENEFITS SURVEY:

Is your company competitive when it comes to hiring? - p.8

FALL CONFERENCE:

It's not too late! Let NTMA help you accelerate your success. - p.10

HUMAN RESOURCES:

What matters now. - pp.12-13

SOFT SKILLS:

Do skilled workers need people skills? - p.16-17

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TABLE OF CONTENTS

PRESIDENT'S MESSAGE	4
2017 NTMA UPCOMING EVENTS	3
NATIONAL ASSOCIATE SPOTLIGHT	
FACTORY WIZ	27
COMPANY SPOTLIGHT - OKUMA	14-15

NTMA NEWS

NTMA WELCOMES NEW MEMBERS	5
ENGAGING MANUFACTURING'S NEXT GENERATION	6
PLANT MANAGERS ROUNDTABLE - NOVEMBER 2017, DETROIT, MI	6
IN THE WAKE OF DISASTER, MEMBERS CAN COUNT ON THE NTMA.	7
NTMA WAGE & FRINGE BENEFIT SURVEY	8
2017 NTMA FALL CONFERENCE	10

CHAPTER NEWS

IN MEMORY OF MARTIN "MARTY" MECHSNER.	17
INTMA ANNUAL GOLF OUTING—ANOTHER GREAT SUCCESS!	19
GOLFERS ENJOY THE PITTSBURGH MANUFACTURING OPEN	19

MEMBER NEWS

EVERYTHING YOU NEED TO KNOW ABOUT FREIGHT CLAIMS	20-21
SIEMENS EXPANDS ITS TECHNICAL APPLICATION CENTER IN ITS ELK GROVE FACILITY	22
PAST NTMA CHAIRMAN SUPPORTS FELLOW NTMA MEMBERS	25

FEATURES

SUPPLY CHAIN PROS NEED LIFELONG LEARNING	9
HUMAN RESOURCES	12-13
SOFT SKILLS	16-17



**LOOK FOR THIS SYMBOL THROUGHOUT THE ISSUE FOR STORIES
RELATED TO THIS MONTH'S FEATURED TOPIC.**



NTMA NEWS



UPCOMING NTMA EVENTS

October 24-27

Fall Conference - San Antonio, TX

November 9

Plant Managers' Roundtable - Detroit, MI

January 28-30

Chapter Leadership Summit - New Orleans, LA

March 7-10

MFG Meeting - Miami, FL

March 19-20

Plant Managers Roundtable - Chicago, IL

April 9-14

Japan Tour - Japan

April 16-18

Legislative Conference - Washington, D.C.

April 30 - May 2

Emerging Leaders Conference - Pittsburgh, PA



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You can join the celebration by including your ad in the 2018 NTMA Commemorative Anniversary Membership Directory! In addition to our regular features, the 2018 Directory will take a look back at some of the milestone events and the people that have been responsible for the Association's tremendous staying power and influence.

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FOR ADDITIONAL INFORMATION, PLEASE CONTACT:

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PRESIDENT'S UPDATE

DAVE TILSTONE / NTMA PRESIDENT



It's no secret that filling the manufacturing workforce pipeline has been an important issue for manufacturers and manufacturing organizations for the last decade. The need for skilled workers is real.

At NTMA, we've worked hard to help you fill the gaps in your workforce. Programs like the NRL are changing perceptions of manufacturing and educating parents, students and our communities that manufacturing jobs are available, interesting, stable and profitable. The NTMA has also embraced efforts like Manufacturing Day (held on October 6) to spread the word that manufacturing is alive and well—and a terrific career choice.

This month, in *The Record*, we take those efforts a step further. It's not enough to simply fill the skill gap—we need individuals to fill the POSITIONS in our companies. For this—we count on our human resources departments. The face of human resources is changing across all industries and just like this is not your father's manufacturing industry—the role of the manufacturing

company's HR department is vastly different than HR departments of yesterday. Today, HR departments aren't just collecting resumes and tracking insurance plans. The human resource department should be at the heart of your company—recruiting and retaining quality people. This goes beyond which individuals have the right set of skills to operate a machine—it includes the right set of skills (soft skills) to be an effective member of your team. HR plays a critical role in discovering what drives these individuals to be successful so that they may contribute to the success of your company.

One thing is timeless: a fair and competitive wage is absolutely a motivator. NTMA offers a great tool to see if your company is competitive—the Wage and Benefit survey. For more on that, see page 8. However, for the up and coming generation of employees, research shows that there's more to their employment than income. They are interested in benefits—and some may go beyond the scope of what you traditionally think of. Consider things like flex-time and incentives that are relevant in peoples' lives.

Employees are also very tuned-in to opportunity—think training. NTMA offers a vast array of ways to educate your

workforce. You may choose to send an employee to a relevant seminar or round-table. We also offer NTMA-U and webinars that are a time efficient and cost-effective way to gain skills and knowledge.

There's a lot of talk about additive manufacturing and the IoT streamlining shop processes. Make sure that you include every aspect of your business as you plan for your company's future. I encourage you to re-think your human resources department. Tap into the talent you have in your front office to build a team that gives you the end result you're looking for.

DAVE TILSTONE / NTMA PRESIDENT



THE RECORD

OPERATIONS & EDITORIAL

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Molly West, Editor

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Volume 38 / No 10



WELCOMES NEW MEMBERS

ADVANTAGE MACHINE & MFG.

North Texas Chapter
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910 10th Street #100
Plano, TX 75074

DIE-MENSION CORPORATION

Cleveland Chapter
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3020 Nationwide Pky.
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TOOLKIT 1:

Joining the National Robotics League as an industry advisor

The why, how and what's-in-it-for-you

**TOOLKIT 2:**

An NRL Industry Advisor's guide to success

Way beyond battle strategies

**TOOLKIT 3:**

Facts and success stories

Why NRL and its Industry Advisors matter



ENGAGING MANUFACTURING'S NEXT GENERATION

BY BILL PADNOS, DIRECTOR OF YOUTH ENGAGEMENT

Two years ago, I attended my first NTMA Fall Conference in St. Louis. During the General Assembly, we unveiled the National Robotics League Toolkit. This toolkit was to be used as a way to recruit manufacturing companies to become NRL industry advisors by providing them with a basic understanding of the program and how to utilize the opportunity to build a workforce development pipeline.

The NRL staff worked with LoSasso Integrated Marketing for months on this project. We talked to manufacturing companies that were already industry advisors and asked them why they invested their time, talent and treasure in the NRL. We researched best practices from other STEM programs on how they promoted the importance of being a mentor and how they educated the mentors about how to be effective in working with students on a project-based learning opportunity. LoSasso did an amazing job in taking all of the materials and turned it into an easy-to-use resource for NTMA members and other manufacturing companies. We truly appreciated the quality of work from LoSasso and their gracious generosity in supporting our efforts to engage manufacturing companies to engage their future workforce.

Yes, I wanted to take this opportunity to reintroduce the NTMA membership

to the NRL Industry Advisor Toolkit and drive you to visit www.gonrl.org/toolkit to see how you can build your own workforce pipeline through a job-driven, project-based STEM learning experience. Most importantly, I wonder if you have also participated in a MFG Day event this month including opening your doors to the community to tour your facility. For the past three months, we have been on a campaign to recruit as many NTMA members as possible to be a part of MFG Day. The numbers do not lie, MFG Day is successful in changing the perception about manufacturing companies and career pathways. However, MFG Day is only an influencer. In the end, the actually recruiting students into manufacturing career pathways is

up to you.

Unless you are getting ready to close your doors, you are not too late to engage manufacturing's next generation. While Friday, October 6 is the official calendar day for MFG Day, there is no

SEE "TOOLKIT" NEXT PAGE

SAVE THE DATE 11.08-09.17 Detroit, MI



**PLANT MANAGERS
ROUNDTABLE**

Detroit, MI

November 8th & 9th, 2017

- Overview of Apprenticeship Programs and Workforce Development
- FMS Lines (Lights Out Machining) – Robot & CNC vs. FMS Systems
- Supply Chain Management
- Additive Manufacturing
- Roundtable Discussion
- Plant Productivity & Lean Principles

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IN THE WAKE OF DISASTER, MEMBERS CAN COUNT ON THE NTMA

Hurricanes Harvey and Irma left a swath of destruction in Texas and Florida. The storms impacted homes, but also businesses and communities. It may be some time before the full extent of the damage is completely known.

If you were in the path of the storm, as you begin assessing damages and preparing recovery efforts, please know that NTMA and your fellow NTMA members are here to help. Tell us what you need and we will put the word out to all NTMA members. Do you have open jobs that another member could take on until you resume full operation? Do you have employees who were severely impacted and may need to relocate?

Already, members from as far as Pennsylvania and Massachusetts are offering their assistance to members during this trying time. Your fellow members have your back—and NTMA is ready to help you make the connection.

NTMA is a family and NTMA members stand ready to step up and help each other during a disaster. Please contact Matt Gilmore, NTMA Business Development Manager, for assistance. He can be reached at mgilmore@ntma.org or by phone at 216-264-2858.



"TOOLKIT" CONTINUED

statute of limitations on being proactive in closing your company's skills gap. The resources available at <http://gonrl.org/mfg-day-2017/> to organize your event/facility tour will still be there. Just like the NRL Industry Toolkit at www.gonrl.org/toolkit is

still there for you to download and act upon.

No one has the magical answer in solving the manufacturing skills and interest gap. However, taking action is a step in the right direction.



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NTMA WAGE & FRINGE BENEFIT SURVEY

WHAT ARE WAGES IN MY BACKYARD?

WITH MANUFACTURERS COMPETING WITH OTHER INDUSTRIES FOR SKILLED TALENT, IS IT TIME FOR MANUFACTURING TO MAKE SURE IT'S STACKING UP?

Recent articles in the WSJ have noted the while unemployment is extremely low, wage increases have not followed. Easy solution: raise wages? If manufacturers overpay for skilled workers, profits suffer unnecessarily. At the same time, the push for higher, \$15 minimum wages put upward pressure on apprenticeships and entry level machinists.

Companies like Microsoft and Google are also increasing employee benefit packages to recruit and retain employees by offering higher 401(k) contributions.

How do NTMA manufacturers make sure their compensation and benefits package stack up? Given the changes in the economy since the Trump presidency, NTMA members need updated benchmarks to make sure their compensation package is competitive. The NTMA Wage & Fringe Benefit Survey can provide you with those benchmarks.

BY THE MEMBERS, FOR THE MEMBERS

Last fall Mike Abbonizio, Linmark Machine Products in the St. Louis chapter called McKay Research Group about the job titles in the Wage & Fringe Benefit Survey. The gist of the conversation: job titles needed to be updated. However, Mike didn't call just to voice his opinion, Mike called to offer help in updating the job titles.

Mike provided an updated list of current machinist job classifications for the precision machining industry, and deleted old, out-of-date positions. Mark Bockerstett, St. Louis NTMA Chapter President, helped with editing the list and the St. Louis Chapter board approved it at their July meeting.

THIS IS A SURVEY DRAWN UP BY NTMA MEMBERS IN ORDER TO PROVIDE YOU WITH THE BEST WAGE BENCHMARKS AVAILABLE IN THE PRECISION MACHINING INDUSTRY.

But the improvements don't stop there. In addition to updating the job classifications, Mike with the approval of the St. Louis board, enhanced the survey by adding three levels of machining skills for

each job.

- **Level 1** machinists have minimal machining skills
- **Level 2** machinists also make minor program adjustments
- **Level 3** machinists can set up, program and run a job from start to finish without supervision

The survey examines high, low, and average wage rates for 34 job functions giving you better feedback than ever before for the range of competitive plant wages in your NTMA chapter, your region, by sales size and by line of business. The survey also covers fringe benefits offered for plant employees. This data is useful for recruiting and employee promotion purposes.

We'd like to thank the St. Louis Chapter for their suggestions and contributions to making improvements to the Wage & Fringe Benefit Survey. We'd like to encourage YOU to participate in this year's survey. Visit: www.NTMA.org to find the link to participate.



SUPPLY CHAIN PROS NEED LIFELONG LEARNING

Keeping up is really part of the job

RICHARD G. WEISSMAN, SUPPLY CHAIN CONSULTANT

I am in the business of coaching and educating adults, both at the university level and in the professional development work that I do. My mantra for many years has been for supply chain professionals to keep up with the news, especially as it relates to your company, your customers, your suppliers, and your commodity areas. There is really no excuse these days not to be up to speed on the issues that impact your business...and

ultimately impact you.

While a fan of technology, I will admit to getting three traditional newspapers delivered to my home seven days a week, including a local paper, my regional paper, and one from the national press. All three are quite different and in the age of bits and bytes it is somewhat comforting to read the sports section (...oops, I mean the business section) over a cup of coffee in the morning. Roland

has them in the box by 4:30 AM, rain, shine, or snow, and my wife generously tips him monthly. They are an invaluable tool in getting the day off on the right foot.

But for the purposes of this piece, let's go digital and take a look at some ways those in the supply chain can remain up to date in the era of easy access to information. Pick a laptop or mobile device, make sure your network is up to snuff, and let's go for a little spin around the web to see what we can find that might offer some help in our quest for ongoing education...or as I like to say 'keeping up'.

THE TRADITIONAL CHANNELS

Supply chain management is hot! Many colleges and universities, large and small, are offering undergraduate and graduate degrees in supply chain management. Other schools are adding supply chain courses to the curriculum in response to market demand for graduates with an understanding of big data and global trade from the customer and supply side. Most often the curriculum is integrated into degree programs for general management and marketing. As a professor of operations and supply chain management I am proud of my students who choose a career in procurement or logistics...despite those long exams and interminable lectures!

Professional associations also provide an opportunity for professional education, be it through traditional and online seminars and workshops, articles, glossaries, industry links, and professional certification programs. Consider looking at the Institute for Supply Management, APICS, the Council of Supply Chain Management Professionals, and the Project Management Institute. Be sure to also check out regional affiliates as well for networking opportunities and programs tailored for specific industries.

THE FOCUSED CHANNELS

There is a trade association for everything! Every commodity you buy has one, as do other parts of the supply chain. Let's begin with a manufacturing example from the sheet metal industry. We can begin at the upper level and cascade through the National Association of Manufacturers, the National Tooling and Machining Association, and the Precision Metalforming Association and

SEE "SUPPLY CHAIN" ON PAGE 13

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**BREAKING
NEWS**

Leif Babin Confirmed as Keynote Speaker

**TOP 5
REASONS
TO ATTEND**

1 Network, Network, Network.

2 Learn about the NTMA Members Only Healthcare Program.
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3 Tech Issues? We've got IGNITE! Sessions. Learn what's coming down the pike and hear first-hand from members who are using these technologies.

4 Get REAL IDEAS that work in the REAL WORLD. We take it beyond theory & give you solutions you can implement for success NOW.

5 Make business connections that can streamline the way you get things done in your own company.

*Fall Conference offers great balance between conference time and social time.
After all, networking is one of NTMA's greatest values.*

~ Jared Veteto, President of Cogitic Corporation

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"SUPPLY CHAIN" CONTINUED

even the Robotic Industries Association.

Let's look at electronics next. There is the IEEE, the Electronic Components Industry Association, the Consumer Technology Association, the IPC, and even a good one about capacitors. Of course EBNonline is a great place for information! But you already knew that.

For logistics pros, keep on trucking with the American Trucking Associations, anchors away with the World Shipping Council, and learn where to put it away with the Warehousing Education and Research Council.

A good exercise is to plot out commodity related trade associations and check out their resources and industry contact and register for their newsletters. Look at the tiers of associations and don't lose sight of your local and regional ones. Make friends with their executive directors and staffs. They are an often-overlooked wealth of information and contacts.

THE WEB CHANNELS

There are many industry analysts that offer free content and newsletters. Of course a subscription will unlock some solid content hidden behind the walls. Be sure to see if others in your company, typically at the c-suite

level, have subscribed to these services. It may be quick and easy to get a seat as well. Check out Gartner for technology research, Forrester and IDC for market research, and The Hackett Group for operations and supply chain information.

Pay attention to your supplier's web sites. You might be surprised by the information provided, including technical specifications, product directories, and perhaps some case studies or informative blogs. Pay special attention to any press releases or media contacts. You might find some interesting news that might work in your benefit in a negotiation or identify a potential risk in the supply chain. Google your suppliers from time to time and be sure to click the 'news' tab. You might find some interesting things that might set off your risk alarms.

Pay attention to your web site as well. Your suppliers certainly are, and are fishing for information that would work in their behalf. Often information on your website may compromise supplier relationships, or provide information on customers or suppliers that is impertinent or compromising. Sometimes the staff who maintains the website are unaware. Of course it can also be an important tool for supplier communication.

Some quick searches may show that your industry has a content aggregator or news service that can be a wealth of information. One solid resource is CEOExpress, a portal that addresses a wide range of publications and resources for business and technology. Need to find the latest operations strategy from McKinsey or the time in Indonesia? It's all there.

Social media is also becoming an interesting resource. Focused content on Facebook, LinkedIn, and Twitter can be valuable and targeted to specific industries. LinkedIn also has industry and topical groups where a lot of great thoughts get shared. Companies may have rules on accessing social media from your desk, but we have learned that most breaking news is spread through social media.

Keeping up is really part of our jobs and being a resource in your own company or department is one more career differentiator. Yes, there is lots of noise out there these days but as an industry and profession we have never had more resources at our fingertips to keep up to date. It's really your responsibility to do so.



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HUMAN RESOURCES

BY STACEY SCHROEDER, DIRECTOR OF WORKFORCE DEVELOPMENT



The theme for this month's Record is HR and Soft Skills. I bet you have heard of the phrase "either a person is part of the problem, or part of the solution." I'd like to tweak that a bit, and propose that 'while people can be part of the problem, people are always part of the solution.' In my experience, the vast majority of people come to work and genuinely try to do the right thing. If they are not doing the right thing, it's important to look



at the systems, processes and environment, as well as the coaching and feedback they are getting. I also think all of us recognize that it's difficult to find and keep great employees. Research estimates that the total cost of losing a key employee ranges from 30% to 150% of the salary associated with that position. To honor the value of people in our industries, I would like to share several mini-articles that touch on key human resource activities, as well as key soft skills that lead to success. We could easily add many, many more activities and skills, so don't worry if one that you feel is critical isn't on the list.

KEY HR / PEOPLE ACTIVITIES:

OUTREACH

Getting and keeping the right people is in the top three challenges voiced by nearly all manufacturing sectors today. There are certainly many factors driving that, and it's going to take concerted, ongoing efforts to turn the tide. Is your shop participating in the National Robotics League (NRL) program? What about MFG Day? Do you reach out to schools, non-profits, economic development organizations and other local groups to participate in career days, give presentations and volunteer? Those are all ways to improve your brand and name recognition within your community, as well as allow your employees to feel a greater sense of connection and fulfillment – which is especially valued by younger generations.

It's also important to realize the value and necessity of working together with those in your community, such as your NTMA Chapter,

NTMA National and many others.

RECRUITING / TALENT ACQUISITION

Many companies are running lean, and the HR function is no exception. A new trend is 'crowd-sourcing' for talent. This means that companies are involving their employees, their supply chain and community resources to tell the story of their company, drive excitement and build a pipeline of qualified applicants and advocates. Involving supervisors, team leaders and skilled workers in defining the jobs and skills required, and developing a training plan gets everyone engaged in the process. There are myriad community organizations that are ready to assist – reach out to your Chapter, do some online research, or ask a local community college or career technical center for advice on who to work with. Establish ambassadors – those employees that can be the face of the company at college fairs, at local or regional events, at schools, on military bases and more. This can be a great growth opportunity for your employees, and may be a great fit for those that place a high value on giving back.

What is it like to be recruited and interviewed by your company? Is it a consistent, documented process where each person knows their role, and the time they have to complete it? Are those that don't receive an offer contacted personally? Do candidates wait more than a day or two between submitting an application and hearing back from you? The pace of the world is ever-increasing, and with the advent of online and mobile technology, people are programmed to expect nearly instant responses. That's not a judgement, it's just a fact. Think about yourself – how long does it take for you to get impatient now when your Internet is slow, or a business doesn't respond immediately, compared to even 10 years ago? Consider using behavioral-based interviewing techniques and pre-employment aptitude and personality assessments to determine if a candidate is a good fit for the role and the company's culture. For a newly hired employee, consider thoughtful ways to welcome them. Maybe it's a handwritten letter delivered to their home, or two tickets to a local event, or a card signed by their group / team at their desk waiting for them on their first day. Carefully curating a positive experience for candidates and new hires leads to increased engagement, and increases likelihood of retention.



TRAINING AND DEVELOPMENT

According to a 2014 study, more than half of manufacturers spend less than \$1,000 per year on training an employee after the new hire period. There is evidence to suggest that lack of development is one reason for high turnover and low employee engagement, and also has a negative impact on downtime, cycle time and overtime. We all are familiar with the growing skills gap, and some companies are moving from searching for the 'unicorn' candidate that checks all the boxes to one with work-ready skills like dependability, leadership, adaptability, teamwork and readiness to learn continually.

Employees need to feel that your company is investing in their development – not only for their current role, but if they're interested and have the aptitude, for future roles or assignments. Training programs drive improved profitability by getting employees up to proficiency sooner, decreasing turnover, retaining key players, and driving better decision-making by leaders. Clarifying the required skills and competencies for progressive roles in your company helps your employees see, and understand, the path to advancement.

Training and development activities should include onboarding and new-hire orientation, technical training for specific roles or functions, safety and other mandatory training, skill development for those that lead others, and management and leadership programs for senior leaders. Not all of these efforts will (or should) be led by HR, but HR should ensure that the right activities are completed, at the right time. HR should also be working with local, state, federal and other funding sources to secure training grants or rebates.

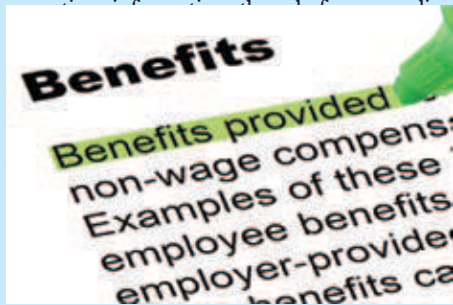
PERFORMANCE MANAGEMENT

The age of the annual performance review is over (or at least drawing to a close). Business conditions and needs change rapidly – why shouldn't performance feedback be delivered more often, so that adjustments can be made

as soon as possible? Employees need and want meaningful feedback on their performance – what they are doing great, where they need to improve and where they could stretch their skills. It's not up to HR to deliver all performance feedback – but it is up to HR to ensure the right guidelines are in place, and to hold leaders accountable for delivering, receiving and acting on performance feedback.

COMPENSATION

Paying employees appropriately and equitably is critical – but not simple. It's important to evaluate alternative mixes of base pay, variable pay, and benefits that will motivate and retain top performers, and that align to company performance. It's also necessary to realize that people have more access to com-



BENEFITS

As your shop continues to hire employees across different generations, it's important to recognize and respond to their differing

needs. This ranges from healthcare to flexible scheduling, from retirement funding to time allowed for volunteering, and beyond. Since each employee is different, it might be worth conducting a short survey to gauge what benefits are most critical. That way your company can use funds most effectively. It's a fact that health care costs have been rising at three times the inflation rate for the past 10 years, and there is continued uncertainty in that space. Employees at different places in their lives have different needs, and it's important to consider how to best share costs, promote wellness and drive conscientious usage of whatever programs you offer. In general, younger workers value flexibility, but it can also be welcomed by those in the 'sandwich' generation and others. It's important to be realistic when setting guidelines, but also not being afraid to test out something new. The economic downturn and continued variability has put some people in precarious positions – making a solid retirement benefit more important than ever. Employees also are showing more interest in a company's corporate social responsibility, its vision and mission and how it engages with the local community. Providing employees with volunteer opportunities or time off to do so on their own, along with sustainability practices and other initiatives can be the 'glue' that keeps great employees.

METRICS

Like with any business function, there are key performance indicators (KPIs) that tell whether your company is winning or losing in HR. Some transactional metrics to consider are: FTE headcount, jobs filled, total training hours, number of performance appraisals completed monthly, lost time days, training course evaluations, and absenteeism. Some strategic metrics could include undesirable employee turnover, average performance appraisal ratings for new hires after one year, employee engagement survey responses, employee turnover by performance level, department, or manager. There are many other options, but the key is to figure out what metrics work best for your company, and to begin tracking them, and taking action.

TAKE A PAGE FROM BIG PLAYERS

Have your creative juices started flowing? These examples might help. American Express uses social media to recruit candidates, and has over 100 YouTube videos that feature current employees describing what they do in their roles. EOG Resources matches charitable contributions up to a set threshold. Google donates \$50 for every five hours an employee volunteers. Stryker, a medical device company, provides employees opportunities to watch their products in action, to see the impact of their hard work.



TNC 640 – High-End Control for Milling and Turning Operations

The TNC 640 from HEIDENHAIN: for the first time, milling and turning are combined in one TNC. Now users can switch as desired between milling and turning—within the same NC program. Switchover is independent of the machine kinematics. It automatically takes the respective operating mode into account and without any additional action. This new simplicity is complemented by dialog-guided plain language programming, the optimized user interface, powerful programming aids as well as comprehensive cycle packets taken from amply field-proven HEIDENHAIN controls into the TNC 640.



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SOFT SKILLS

BY STACEY SCHROEDER, DIRECTOR OF WORKFORCE DEVELOPMENT

plural noun

1. desirable qualities for certain forms of employment that do not depend on acquired knowledge: they include common sense, the ability to deal with people, and a positive flexible attitude

Collins English Dictionary - Complete & Unabridged 2012 Digital Edition

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Publishers 1998, 2000, 2003, 2005, 2006, 2007, 2009, 2012



1. POSITIVE ATTITUDE

Maintaining a positive attitude even under challenging circumstances is a skill – and a necessary one for success. Manufacturing is fast-paced, and there are ups and downs, frustrations, last-minute changes, demanding customers – not to mention things that happen outside of work that can cause stress! Self-awareness and self-regulation are important aspects of a positive attitude also. A person that lets their negativity show clearly often ‘infects’ others, leading to an overall decline in morale and productivity. When it comes time to offer a promotion or a stretch assignment, attitude might be a good way to decide among candidates. It’s much harder to coach for attitude than it is to train for hard skills.

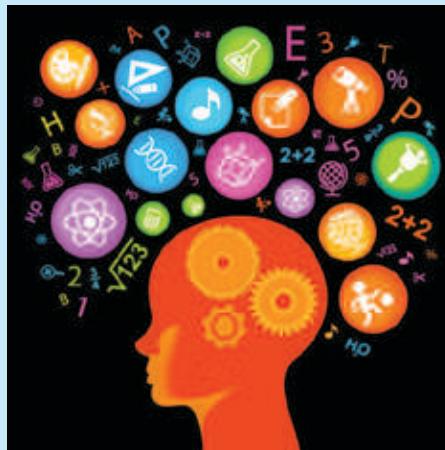
2. RESPECT

Respect for people is important at all levels in a company. Plant managers must demonstrate respect for everyone in the company – as everyone plays a role in the company’s success. Leaders set the tone and expectations for everyone else in the company, so it’s especially critical that they act appropriately. This means saying hello to everyone, or at least waving or acknowledging them. Along with speaking and directing work, it’s important to listen, ask questions and probe when someone seems ‘off.’ Active listening is a key component in making people feel valued and respected.

3. SOCIAL MEDIA AND ELECTRONIC DEVICE “SMARTS”

In the digital, modern world, it is very

easy for things to get misinterpreted, shared and saved for all eternity. A level of maturity is needed to ensure that appropriate care is taken in posting comments, photos, opinions and more. Employees are ambassadors of their company, even when they’re ‘off the clock.’ It’s worth reminding employees to think twice about posting photos, comments, blogs, etc. “When it doubt – leave it out.” Employees should also treat electronic devices responsibly at work. This means following any stated policies, asking if they are unsure of what is allowed and remember that when they



are at work, their personal conversations / calls should be kept to a minimum unless it’s an emergency.

4. TEAM ORIENTATION

Nothing gets done alone, especially in manufacturing. A team player is willing to brainstorm with others, share ideas, pitch



in where needed and takes the initiative to do what’s needed to accomplish the job. A team player recognizes others for a job well done, and also works to coach those that might not be demonstrating the right behaviors. A team orientation doesn’t stop at the shop floor – it’s needed within supervision, company management and all support roles, as well.

5. WORK ETHIC

Some might argue that this should be an expectation for all employees – but I think we can all agree that there are differing levels of work ethics. A solid employee will always do their best work, and have pride in the products they are creating and their role in the process. Pay attention to, and recognize, those that demonstrate the desired work ethic, and encourage them to be informal leaders of others that might struggle with that. Manufacturing is not an environment where corners can be cut – the products made often can impact the health and safety of consumers, often in very serious ways.

6. FLEXIBILITY AND RESILIENCE

There are very few (perhaps no) jobs that remain exactly the same day in, day out, and have everything go perfectly. Things are always changing – raw material comes in late, a customer asks for a totally new product, a piece of equipment needs repaired, the list goes on. Employees that are open to change are valuable. The best ones are excited about new ideas, and accept new challenges. They also deal with upsets, interruptions, and bad news well, with a short recovery time and a positive attitude. Employees with the desire to help lead change are a critical part of a team.

7. CREATIVITY

It’s important that everyone in a company feels empowered to share their ideas for improvement. Encourage employees to be creative – whether it’s about processes, equipment layout, ways to train, ways to recognize employees for a job well done or something totally new. Engaged people



often are thinking about ways to make their daily tasks better, or about ways to truly change the workplace.

8. WILLINGNESS TO GIVE AND ACCEPT FEEDBACK

A growth mindset is critical in today's ever-changing world (and workplace). A person that is willing to hear feedback, reflect on it, and make changes as appropriate demonstrates that mindset. No excuses, no blame-shifting, but true acceptance that feedback is a gift. No one likes to be chastised or be told they need to improve, but feedback should be accepted as a useful tool for growth. A person that is also courageous enough to give both positive and constructive feedback to others is truly valuable. Of course, the company needs to work to ensure that the culture and leaders welcome such feedback.



CHAPTER NEWS

NATIONAL TOOLING AND MACHINING ASSOCIATION

IN MEMORY OF MARTIN “MARTY” MECHSNER



On July 29, 2017, Southern California's manufacturing community lost a great contributor who helped introduce young people to careers in engineering and manufacturing. Known by all as “Marty”, Martin John Mechster lost a courageous battle to cancer and will be missed by many.

ABOUT MARTY:

Marty's professional and academic accomplishments were as impressive as they were numerous. He owned and operated a design and manufacturing company, (Schober's Machine and Engineering in Alhambra, CA), for over 30 years. He was an adjunct professor at California State University of Los Angeles, where he shared his professional knowledge and experience with the students along with the textbook fundamen-

tals of mechanical and systems engineering. After successfully passing SME's Certified Manufacturing Technologist, (CMfgT), and Certified Manufacturing Engineer, (CMfgE), exams, he later went on to provide review and refresher courses and proctor those exams. Marty was a past president of the Los Angeles NTMA and co-founder of the Small Manufacturers Association, Small Manufacturers Institute (SMI), Coalition for Manufacturing Careers and the Century Club.

MARTY'S PASSIONS:

Through these organizations and SME, he was a champion and advocate for public schools that were trying to save and/or strengthen their industrial and technology programs. He was most proud of the work he did to help get children at the elementary and middle school levels excited about technology through robotics and robotic competitions.



With SMI and its many industry partners, several thousand students have been introduced to technology and engineering fundamentals over the last 12 years. Marty and Dr. Ralph Mills would give up hundreds of their weekends (at their own expense) to make robotics activities and competitions happen all over the Southern California area. If ever, volunteers were ranked and rated, there would be no question that Marty would be a ‘Superhero’ among these heroes.

FILLING THE ‘BIG SHOES’ MARTY HAS LEFT BEHIND:

While it is customary to ask for a donation to a favored charity (in-lieu of flowers to the family), for those who knew Marty there would be no discussion or disagreement that if Marty had one last request, it would be for everyone who knew him to volunteer as many hours as humanly possible at events or activities that will help introduce and steer the next generation into careers in manufacturing and engineering.



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WHEN YOU MAKE WHAT MATTERS



INTMA ANNUAL GOLF OUTING—ANOTHER GREAT SUCCESS!



The INTMA Board of Directors and staff would like to say thank you to all of the golfers and sponsors at the annual INTMA Golf Outing. Weather was perfect after impending storms blew over, 70 golfers had a beautiful afternoon of golfing and networking.

The tournament offered “games” within the game. For one hole, players could choose to wear a skirt to move up to the ladies’ tee. Players were also asked to putt with a giant wrench.

Jason Patch and the Katz, Sapper, & Miller Team took 1st Place. Haggard & Stocking foursome came in 2nd place. Last Place Winners, LMC Workholding foursome, take home golf clubs to practice for 2018 Outing.

Thanks to all who golfed and supported the event!



Jason Patch and the Katz, Sapper, & Miller Team took 1st Place!

Right: Last Place Winners, LMC Workholding foursome, take home golf clubs to practice for 2018 Outing.

Below: Haggard & Stocking foursome came in 2nd place.



GOLFERS ENJOY THE PITTSBURGH MANUFACTURING OPEN



Pittsburgh Chapter members enjoyed an afternoon of golf in support of manufacturing education. More than 80 golfers teed up at Westmoreland Country Club on August 28. All proceeds go to the Pittsburgh Chapter’s foundation and support manufacturing education in the region.

Thanks to all who attended and supported the outing. Congratulations to the first place team (pictured at right).



1st place team:
 Jeff Astley from Astley Precision
 Keith Madden from Linear Machine
 John Gogets from Anstrom Sciences
 Jeff Detar from Haas Factory Outlet
 - Pittsburgh



EVERYTHING YOU NEED TO KNOW ABOUT FREIGHT CLAIMS

BY LEAH HYLAND, PARTNERSHIP

Damaged freight is every shipper's worst nightmare. To make it worse, filing freight claims is a complex and frustrating process. There is a lot you need to know about what to document, what to file, and what the Carmack Amendment covers. Before you find yourself in this mess, it's best to learn some of the basics.

First, damaged freight isn't the only type of freight claim you may encounter. You may also experience a shortage or a lost shipment all together. And then there's the concealed claims – when the cargo damage or shortage is discovered after delivery and reported after the driver leaves. As you can imagine, there can be extra hoops to jump through in these situations.



FILTER OUT FAILURE

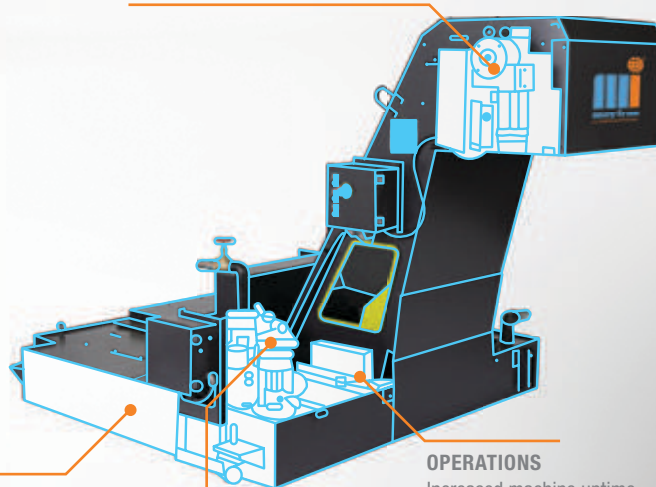
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QUALITY, BUILT IN.



Before you can understand what to do in the case you need to file a cargo claim, you need to understand the Carmack Amendment. This law addresses the issue of liability between shippers and carriers. Under this law, you have to establish that the goods in question were picked up in good condition, delivered in damaged condition, and resulted in a specific amount of damage.

Once you're able to prove that these requirements were met, the carrier is held liable unless it proves that it was not negligent and the cause of cargo damage was one of the following:

- Act of God
- Public enemy
- Act of default of shipper
- Public authority
- The inherent vice or nature of the goods

If you have to file a claim, it's best to do it as soon as possible. You typically will have 9 months from the delivery date, or only 5 days in the case of a concealed claim. You'll want to have the Proof of

Delivery (POD), the original Bill of Lading (BOL), freight bill, merchandise invoice, and replacement invoice or repair bill to support your claim. Taking pictures to include is also very helpful.

Unfortunately, there are several issues that could cause your cargo claim to be denied. If you want to secure a fair resolution, make sure your documentation is accurate, your claim includes specific details, and you have proof that you attempted to mitigate the damage.

The subject of freight claims is complicated, but that doesn't mean you're out of luck. PartnerShip has developed a helpful white paper that details everything you need to know about filing a freight claim. It also provides you with important information that will teach you how to package your shipments to avoid damaged freight, how to set procedures for accepting freight that protects you in the event you need to file a claim, and how to ensure your claim doesn't get denied.

DOWNLOAD THE FREE WHITE PAPER: EVERYTHING YOU NEED TO KNOW ABOUT FREIGHT CLAIMS!

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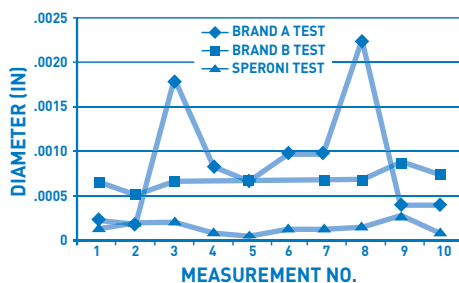
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SIEMENS EXPANDS ITS TECHNICAL APPLICATION CENTER IN ITS ELK GROVE FACILITY

SIEMENS OFFERS A COMPLETE RANGE OF LEARNING OPPORTUNITIES INCLUDING CLASSROOM TRAINING, ONLINE INSTRUCTOR-LED TRAINING, AND ONLINE SELF-PACED TRAINING FOR ITS SINUMERIK CNCs

With digitalization and the rapid changes in technology, training is more important than ever to keep employees' skills up to date with the newest industrial technologies. In support of this need, Siemens announces the expansion of its Technical Application Center (TAC) which offers machine tool dealers, importers and end-users of Sinumerik CNCs a complete range of learning opportunities including classroom training, online instructor-led training, and online self-paced training.

Operating since 2009, the TAC provides the ideal setting for enhancing your CNC machining knowledge. Occupying more than 3,150 square feet of dedicated space at our Elk Grove Village, Illinois facility, the TAC is a short ride from O'Hare International Airport. The newly expanded Machine Lab now features three milling machines and one turning center for hands-

The expanded Machine Lab now features three milling machines and one turning center for hands-on learning, plus a Kuka robotic center, and NX-CAM training station.



Two state-of-the-art classrooms provide students with instructor-led, hands-on training using our exclusive SinuTrain software and SINUMERIK CNC simulators.

on learning, plus a Kuka robotic center, and NX-CAM training station.

Two state-of-the-art classrooms provide students with instructor-led, hands-on training using our exclusive SinuTrain software and Sinumerik CNC simulators.

"Manufacturers are continuously looking for ways to train their employees on evolving CNC technologies as they transition to digital factories. Hands-on training and virtual programs like these are extremely important. We're excited to offer machine tool users a more expansive program to develop their employees," says Sascha Fischer, segment manager, Siemens Motion Control, Machine Tool Business.

Siemens offers professional-level training courses ranging from Sinumerik Operation and Programming to Sinumerik service and

maintenance. In addition, the following advanced training classes are offered:

- Mixed technology operation and programming
- Flexible NC programming
- Multi-channel operation and programming
- Advanced measuring cycles
- Post-processor development
- PLC commissioning and service
- 4th-axis integration
- Part and tool probe installation

VIRTUAL TAC

In addition to the expansion of the TAC, a virtual TAC is also available to individuals looking to expand their CNC knowledge. The virtual TAC is open to anyone and available at no cost allowing individuals to watch professional-series webinars online.

Utilizing our exclusive SinuTrain CNC simulation software, these webinars will demonstrate how to maximize investments in Sinumerik CNC right from the comfort of one's own computer. Live training webinars are presented monthly by Siemens Sinumerik experts, covering a range of cost-saving and performance-enhancing insights, techniques and processes. Webinar topics range from Milling and Turning, to General Operations, Maintenance and Service. Attendees will also benefit from engaging Q&A sessions following the main presentation.

All past webinars are available for ongoing career development and viewing in the ever-expanding archive library.

Virtual one-on-one, custom tailored training courses can be requested for larger user groups looking to enhance specific skills of their programmer and operator teams.



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President and Owner, David G. Monette Corp.

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2012 NTMA chairman Roger Atkins found himself at the end of 2015 asking himself what's next for his career. Having never owned his own business, the question was what to do with his 35 years of manufacturing knowledge, experience, successes and failures? Thus, on January 1, 2016 the creation of RJ3 Enterprise, LLC; his own company, not a manufacturing company, but a business advisory company. This allowed him to utilize his past experience and knowledge by speaking to and supporting entrepreneurial-based manufacturing companies.

Roger would be first to tell you that since beginning his business, what seemed right at the start has morphed to a clearer direction

PAST NTMA CHAIRMAN SUPPORTS FELLOW NTMA MEMBERS....

today. Having started with a focus primarily on sales and marketing support, he (and his clients) quickly found out that his vast experience spread across the entire manufacturing sector. This includes owners/managers, sales, operations, quality, and HR as well as mentoring and advising next generation leaders. Roger's quick to dismiss himself being referred to as consultant, as he states "that consultants do a study, give you a report, tell you what to do, and then leave." He prides himself on his on-going engagement with client's entire leadership teams, stating "I am there to listen, challenge, encourage, mentor and advise - that results in action. The bottomline is to help individuals, teams, and organizations execute their plans more successfully. Most leaders need someone to bridge the gap between their own thoughts, ideas, and direction and the implementation thereof, while in the midst of everyday business activity."

When asked about who his clients are or have been, he answered that all his clients to date have been NTMA members.

Two current clients he referenced are fellow Past NTMA Chairman Herb Homeyer of Homeyer Precision Manufacturing and fellow NTMA member Donald Lloyd of The Lloyd Company. Roger said "that the trusted relationship built through NTMA and the shared commitment to manufacturing at large, makes NTMA members the perfect clients for him." When we reached out to both companies, they stated that "Roger plays a key role in their companies, and that their leadership teams are stronger as a result of his on-going involvement."

Dave Tilstone, NTMA President, says, "When Roger's name is mentioned, people listen. His successful track record in growing companies, plus his commitment to manufacturing through his leadership as NTMA chairman makes his current career choice and client base look 20-20."

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CORPORATE PROFILE

Okuma America Corporation is the U.S.-based sales and service affiliate of Okuma Corporation, a world leader in CNC machine tools. The company is the industry's only single-source provider, with the CNC machine, drive, motors, encoders, spindle and CNC control all manufactured by Okuma. Okuma's innovative and reliable CNC machining technology, paired with our comprehensive, localized service network, allows users to run continuously with confidence and maximize profitability. Along with our industry-leading distribution network (largest in the Americas), and Partners in THINC, Okuma facilitates quality, productivity and efficiency, empowering the customer and enabling competitive advantage in today's demanding manufacturing environment.

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MEET OUR NATIONAL ASSOCIATE: FACTORY WIZ

An interview with John Hosmon



WHAT IS YOUR COMPANY SPECIALTY?

Refresh Your Memory, Inc (RYM) has specialized in all forms of communications between CNC machines and networks since 1983 which expanded into machine monitoring and efficiency reporting starting in 1998. RYM produces two products for the manufacturing industry: FactoryWiz DNC (networking and communications) and FactoryWiz Monitoring (efficiency and reporting).

FactoryWiz software is part of the next industrial revolution known as Industry 4.0 or the Industrial Internet of Things (IIOT). We provide complete shop floor visibility through full machine/event monitoring and managed file transfers on the plant-wide network. It's what many call the "Smart Factory": computer software systems like FactoryWiz™ monitor physical processes, such as CNC machines, robots or assembly lines, etc. and present real-time information to users, allowing them to make better decisions based on facts.

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

FactoryWiz Monitoring & DNC software products are developed and distributed by Refresh Your Memory, Inc. (RYM), located in San Jose, California. RYM has over 34 years of experience connecting machines to manufacturing production systems. Started in 1983, the company concentrated on software solutions using first generation personal computers with punched paper tape products and eliminating paper tape readers on older NC machines, providing them with communications and memory (hence the name: "Refresh Your Memory"). As the industry matured and machines were modernized, RYM has expanded into full DNC networks and complete machine/event monitoring on modern networks.

Our combined knowledge and decades of shop-floor skills with machine connections gives us a competitive advantage when it comes to making data collection links. We know what to expect in advance and through vast experience what is possible or not possible. This includes the full spectrum of mod-

ern Ethernet machines as well as traditional NC machines and non-NC-CNC equipment. Nothing can replace the expertise that is gained from having chips in your shoes.

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

Our clients include many Fortune 500 companies with various sized manufacturing facilities running CNC machines or robotic machines. Some of our customers include Benchmark Precision Technologies, Tecomet, TECT Aerospace, Canon Virginia, Hydro-Gear, Continental Motors, Gardner Denver, PTI Engineered Plastics, S & C Electric.

In the early days, our customers first contacted us because they needed to connect all their CNC equipment to a network and deliver part programs to the machines, along with returning modified part programs from

Our company prides itself on empowering our end users. We believe in open system software and hardware. In other words, the customer has full access to modify live dashboards, create/edit reports, and exchange data with other manufacturing systems (such as ERP/MRP) with little or no assistance. Additionally, unlike many vendors in our industry, we DO NOT use or provide any proprietary hardware. Hardware is a commodity item and RYM points our customers to the best supplier and allows them to source hardware at wholesale prices with specific details on which items to purchase.

By empowering our end users to purchase commodity items directly on the open market, they save thousands of dollars.

WHAT SETS YOUR COMPANY APART?

FactoryWiz includes unlimited web-browser based clients, dashboards and reports, along with an interoperable, open API on both its Monitoring & DNC products, allowing seamless data exchanges between ERP/MRP systems and additional IIoT devices.

WHAT IS YOUR COMPANY MOTTO?

Visibility – Drives – Success. These 3 simple

words describe the features and benefits of FactoryWiz Software products. The goal is to provide our customers with visible, factual, non-biased data that can be used to create baseline information for process improvements. To put it simply; measure, improve, repeat.

WHAT ELSE WOULD YOU LIKE OUR READERS TO KNOW?

All data is stored locally at your facility giving you full control of collected records with nothing stored on the cloud. Front-line managers receive the insight they need via large screen monitors and e-mail alerts to streamline their work and improve operations, while giving executives real-time visibility and reporting the metrics they desire.



the shop floor back to the engineering department for comparing with the original.

While that is still a core component of our business, most prospects contact us now for finding the bottlenecks in their manufacturing process so they can streamline the operation and dramatically increase productivity.

This allows any company wishing to visualize all critical machine data in real-time via interactive charts, graphs, e-mails and texts from any web-enabled mobile device or PC, anywhere in the world. All data is stored locally at the customer facility giving you full control of collected records – this is NOT a cloud-based system. Front-line managers receive the insight they need to streamline their work and improve operations, while giving executives real-time visibility and clear reporting of the metrics they desire.

WHAT COMPANY ACCOMPLISHMENT ARE YOU MOST PROUD OF?

NATIONAL TOOLING & MACHINING ASSOCIATION

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