

THE RECORD

Published by the National Tooling and Machining Association

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Identifying and Nurturing Emerging
Revenue Growth Leaders.
pp 26-27

A Legacy of Excellence.
The Journey of Actco Tool.
pp 32-33

and so much more ...

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SEND US YOUR STORY

Each issue of The Record will feature stories from members – and we want to hear from you. Send us stories of success, or those that fit the theme of the month's issue. The submission deadline is the first of the month prior to publication. Contact editor@ntma.org or call 800.248.6862.

FUTURE THEMES

August 2023: Technology, Automation & Robotics...The journey Continues

September 2023: MFG Day 2023...Your Time to Educate & Advocate

October 2023: Leadership Growth...Identify, Invest, Develop, and Grow



UPCOMING NTMA EVENTS



Engage 2023
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PRESIDENT'S UPDATE

This month's Record focus is on **Emerging Leaders Rising 2023.**

This month's Record Focus is on Emerging Leaders Rising 2023. This name is what the National Tooling and Machining Association (NTMA) uses to help identify those rising young leaders within our members and industry partner companies. For an industry that's number one challenge is a skilled workforce, an additional challenge is our industry's need for young leaders to rise to the ranks of managers, supervisors, general managers, and owners to help lead that skilled workforce into the future.

For any manager, supervisor, general manager, or owner today that's over 40, you also were a rising leader at some point in your early career. Often, we forget about those times and those who invested time, energy, and money into our journey. For others, our memories are less glamorous. Things like hard work, personal commitment, self-determination, trial and error, school of hard knocks, and nose to the grindstone come to mind. For many of us, regardless of our emerging leader journey, the result was the same. We all made it through and find ourselves in leadership positions today within the manufacturing industry.

As leaders, it is easy to look back at our journey and how we got to where we are today and assume that same method will be sufficient for today's group of rising leaders. This is the point where we must **"PAUSE"** and reassess our approach for the future. Many of us, in our early days, put up with less-than-ideal methods from those mentoring us for future

leadership. Many ensured that we experienced the same hardships that past generations endured. Whether good or bad, one could argue those past methods worked. Look at us now. While there may be some semblance of truth in that statement, I ask, where could we (or maybe our companies) be, if we had been mentored differently during our early years of leadership?

It's not about looking back at the past and what could have been. Our **focus** today must be on the **future**, and what the **future** can be for today's rising leaders in our industry. Let's focus more on what it can be and how we can participate and contribute to the future rather than repeating the methods of the past. Are the younger people today different than we were early in our careers? YES, but every generation through the years has always pointed to the differences of the younger generation and in many cases in not-so-flattering terms.

So what has changed? The most glaring change between recent generations has been the introduction of computers, cell phones, and the internet. Having this technology since birth means younger generations don't remember a time when they weren't able to ask questions (good or bad) with the touch of a few buttons or keystrokes and have immediate access to information. This has opened a whole new world, good and bad, of expectations, opportunities, and choices never seen before by earlier generations. But one thing remains the same—all the choices and opportunities

given to a person, whether by word or computer, are only as good as the person wants to make them or strive towards them.

Today and for the foreseeable future we live in a time where there are more jobs than people to fill them, making each person who is currently working or seeking work a needed commodity. Today's workforce is a choice-rich environment, meaning candidates can pick and choose, and can take a judgmental approach when opportunities are presented to them. The current landscape of employment allows for words like "work-life balance", "remote work", "shortened work weeks", "diversity", and "time off" to be the words of conversation for the day.

For many of us, we think these changes have come out of nowhere to now rule the day. They actually were birthed during the pandemic, maybe from pent-up internal feelings or past experiences that people had been living with for years, or bad experiences by the older generation witnessed by the younger generation. Either way, Pandora's box was opened and created havoc and change.

You might ask, what's my message? My message for both you and me is that the world has changed. Businesses have changed, customers have changed, expectations have changed, and family life has changed for almost all of us. The real message or question is, are we adjusting to the changes to assure we continue to grow our businesses and develop

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refer a member to NTMA.

and attract **Emerging Leaders** to and within our organizations? Or, are we sitting back and waiting for things to change back to the way it was prior to the pandemic?

As most demographers say, it's just numbers and the numbers show we will continue to be in a period of time where there will be more jobs than people. For the first time, there will be winners and losers on who employs them. To be the employers of choice, we must make words like: "invest", "listen", "change", "pivot", and "accept" be a part of our daily conversations with our current or future Emerging Leaders. It's not too late. Start today by investing in your Emerging Leaders, making their career pathways clear, and the

opportunities for growth known. Tell them your story of what your company provides to the industry. They will be amazed and motivated to be a part of making a difference in the world in which we live.

In closing let me say that I have attended NTMA's current Emerging Leader Cohort group of 30 people. I can assure you that those companies who have invested in sending their Emerging Leaders to this cohort are in great shape for the future. The cohort group is amazing and probably the strongest group of Emerging Leaders that I have been around in years. We will also start a new Emerging Leaders Cohort in February 2024. Make sure you send your Emerging Leaders to be a part of it.

NTMA is proud to announce that the **2023 Class of Emerging Leaders Rising** will be awarded to our entire Emerging Leaders Cohort Group.

NTMA continues to grow in membership and maintains a positive "net new" member growth for each month this year. Your help to invite and encourage colleagues to join is a huge part of our success. Let's all do our part to grow and make our contribution to our nation known.

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Roger Atkins, President – NTMA



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ON THE MEAN, MACHINE LLC Western Lake Erie Chapter



My name is Joe Sadler, and I am the co-owner of On The Mean, Machine. I graduated in 2019 with my Journeyman card through the NTMA, and couldn't be happier with my career since then. We opened our own shop in 2020, and look forward to growing further alongside the NTMA as a member. On The Mean specializes in long production runs using MAZAK machines, giving us the ability to create what the customer needs every time. We are located in Northwest Ohio and serve all of the lower 48.

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JMJ SMITH PRECISION INDUSTRIES INC.
Rock River Valley Chapter



At JMJ Smith Precision Industries Inc. (or JMJSPI), we operate our Machining Services Operations Center (MSOC) in South Beloit, IL. We, in our MSOC, operate the latest programmable, computer technology with world-class equipment providers including DMG-MORI CNC and Micro-Dynamics in order to achieve extremely accurate machining. JMJSPI Inc. offers a large range of machining services including a range of CNC mill machining, inspection/consultation services, and assembly/large-scale production.

We started operating in July 2019 and have processed hundreds of orders for thousands of parts for the other companies involved with complex automation-production. We are a small, family-owned business and have many years of previous experience in high-end, CNC milling, nuclear-industry machining, and computer-controlled environments!

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BETAR, INC. ACHIEVES ISO 9001:2015 CERTIFICATION

By: Paul Schindel, NJPA Chapter Executive

Betar, Inc. has been awarded the ISO 9001:2015 certification for its manufacturing quality management system. The certification has been granted by the International Organization for Standardization (ISO) after an extensive audit of the company's quality management system.

Betar is one of America's leading deep hole drilling companies, providing gundrilling, honing, turning, milling and related tooling and machining services.

John Lohse, Betar President, commented, "Our achievement of ISO9001:2015 certification is a milestone for Betar, and we are extremely proud of our team for their hard work and commitment to quality. This certification will enable us to further enhance our capabilities and ensure that our customers in the military, aerospace, medical, and other exacting industries receive the highest level of quality and service."



The ISO 9001:2015 certification is awarded to companies that demonstrate their ability to consistently provide services that meet customer and regulatory requirements. It requires an organization to establish, implement, maintain and continually improve its quality management system.

Visit www.betar.net to learn more about Betar's services.

NTMA 2023 TECHNOLOGY TOUR

Another NTMA International Technology Tour is in the books. I believe for the 28 people that participated in this year's International Tech Tour in May, they each would say it was a raving success. At their own expense, our industry partners invited NTMA members to visit their manufacturing facilities in Europe, and it was an awesome experience. We started the week in Munich, Germany, and four days later ended our trip in Zurich, Switzerland.

We visited Heidenhain, DMG MORI, Heule Tool, and finished at Big Kaiser/Big Daishowa. Our partners were perfect hosts both personally and professionally. They gave presentations on their companies and products, hosted tours of the facilities, and explained their training/apprentice programs.

While making sure that the participants absorbed the technology, they also provided wonderful insights and experiences as to their country's culture. All the hosting companies worked diligently to provide the trip participants with a memorable experience. Our special thanks to Jack Burley of Big Daishowa, Gisbert Ledvon of Heidenhain, Bill Hargrove of Huele Precision Tools, and Joel Weber of DMG MORI for their leadership and organizational efforts to make this a success for us all.

Some attendees said this trip was the highlight of their year. The group came together as colleagues and left after a week as friends.

If you have not previously attended a NTMA International Tech Tour, I would encourage you to plan to attend one in the future.



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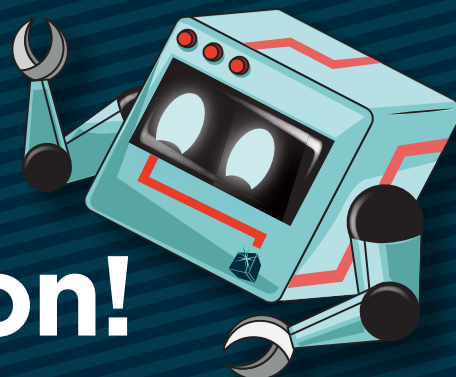
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IN REMEMBRANCE OF ANDRE HENRI NADEAU

Andre Henri Nadeau, 56, died Monday, June 5, 2023, due to an unexpected cardiac event. He was a blessing to his wife Katherine (Wing) Nadeau in every way.

Andre was born in Quebec, Canada on November 19, 1966, a loving son of Paul and Carmelle (Gosselin) Nadeau of Wallingford. He worked his way up through the ranks at Sirois Tool Co. in Berlin and was recently served as President of the company. He was a parishioner of Church of the Resurrection, a member of the N.R.A. and a former member of the C.T.M.A.



Andre Henri Nadeau

PAUL SEYMOUR TOOL & DIE CELEBRATING 45 YEARS OF SERVICE.

We at Paul Seymour Tool & Die would like to share our announcement of celebrating 45 years of service and Paul's 80th birthday.

Seymour Tool & Die was founded in the basement of Paul Seymour's home in North East, PA in 1978. He later moved the machine shop to its current location

in the village of Little Hope in 1980. Seymour Tool & Die's dedicated personnel have been providing precision machining services and maintaining a high quality of workmanship. The company continues growing to provide more services to meet our customer's needs, While upholding the caliber of pride that Paul has instilled in himself and his employees.



RETRACTION

It is with deep regret that we must issue a retraction for an article published in the June Record, pg 24. We have discovered a significant error within the content, and it is our responsibility to address errors promptly and transparently. We mistakenly substituted a picture of Rick Kline, Jr. for his father, Rick Kline, Sr. Below is a portion of the article that has been corrected.

Risk Takers & Goal Makers

Rick Kline, Sr.

Chairman & CEO, Gardner Business Media (GBM)



Media for Manufacturing

Richard (Rick) G. Kline Sr. has spent his life in the industry impacting a generation of manufacturers. As the grandson of company founder Don Gardner, Kline Sr. GBM has become a preeminent publisher of manufacturing technology magazines that reach beyond the United States in a variety of ways.

Kline Sr. has grown the company to about 120 people producing eight English-language publications and three publications for the Mexican market, as well as becoming an industry digital content leader, diversifying its products with Gardner Intelligence reports and in-person industry conferences and events. AMT recently honored Kline with the Albert W. Moore AMT Leadership Award — given to members of the manufacturing technology community who have demonstrated a lifetime of dedication to the industry.

Watch Rick Kline Sr.'s episode in Season Three of the IMTS+ Original Series, Profiles in Manufacturing.

[Watch at IMTS.com/ProfilesKline](https://www.imts.com/ProfilesKline)



For more information, please contact
Linda Warner at lwerner@ntma.org or 216-264-2824.
Applications and self-assessment documents can be found here:
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Applications should be sent to 6Saward@ntma.org

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By: Allison K. Giddens, President - Win-Tech, Inc.

The Lowest Hanging Fruit on the Supply Chain Risk Management Tree

When we onboard new employees, we know that it's important they understand company procedures, job expectations, and that they begin to learn about the company's environment and culture. Why don't we onboard new suppliers? Isn't it important that, at a minimum, they understand our company, the business partnership, and our expectations?



In a time when we are all spread thin, it can be tough to prioritize something that isn't directly generating revenue, let alone something that seems to border on micro-managing. Spoiler Alert: No one likes to be micro-managed.

For small manufacturers, the aerospace and defense industries look vastly different today than they did 15 years ago. Requirements found in contracts and subcontracts are more involved and have more layers. The types of expertise we ask of our suppliers seems to expand beyond their core competencies—but we still set the bar high and expect them to excel at it all.

There is no end in sight to this expansion of need, certainly not when it comes to how interwoven the supply chain has become.

In recent months, my business has experienced a few hiccups that have made me realize how often we put the cart before the horse and how many mistakes could be avoided if only the two parties were on the same page from the start.

Example #1: Simon Says...

We received a call from a new customer telling us that a part we shipped them was held up in their non-conforming bin—not because of part quality, but because there was a paperwork error.

When I heard this, I cringed. This was a brand-new customer we had hoped to impress. Had we left out the First Article Inspection packet? Forgotten to sign a Certificate of Conformance? What industry no-brainer had we missed?

The customer told me that we had failed to include a special code in the shipping notes.

"I'm sorry," I apologized. "Can you please tell me where this is called out on the purchase order?"

I fumbled through the paperwork, looking for the instructions that would have guided this and trying to figure out where our process had failed us (and the customer).

She responded: "Oh, it's not on the purchase order. It's just something our suppliers need to do."

Upon further questioning, I learned that this special

code was buried in a clause that was layered in another clause, which was listed within the terms and conditions, which was linked via URL on the purchase order—but the PDF of the purchase order that was sent to us was a scanned copy and the URL wasn't hyperlinked. Heck, it was barely legible.

Because of this, payment on the order was going to be delayed.

Oof. It seems a bit silly that we were just supposed to know to look for this.

Imagine the time and headache saved on both sides had we been onboarded.

Example #2: The Approved Supplier Club

Supply chains within the defense industry are a funny thing. Frequently, there are approvals on file that pertain to the specific process required after the manufacture of parts.

Does an F-22 part call out for welding? Does a C-130 part call out for chrome plate? Does an F-35 part require non-destructive testing?

Need to bend a piece of metal? In many programs, that's a special process. You can't just start bending metal, willy-nilly. All of these activities are controlled, driven by the design-authority, using proprietary codes and specifications.

How would you know these things? Well, read the customer quality manuals, of course. Oh, and the appendices, too.

You'll also need access to a special website to view the specifications. But first, you'll need to know to ask for access to the special website.

Often, there isn't a single person (although your buyer is a good place to start) to ask about that access. There is a form to fill out to request access, but it lives on another website.

If you follow the yellow brick road, knock three times on the door at the tree line, and speak the password in the ancient tongue, you just may be lucky enough to get a blank copy of the form.
But, I can't help you when it comes to determining where to send the form.

Imagine the increased likelihood of compliance by the manufacturer if they are onboarded.

Example #3: What's in the Box?

With the Cybersecurity Maturity Model Certification (CMMC) on the horizon and industry "experts" who love to point out "NIST 800-171 has been in contracts for years, you should have been doing this all along!"—can you imagine how this phrase would hit differently if small business had been onboarded and guided through requirements back when it was quietly added to contracts back in 2017?

Let's face it—the information was buried in subcontracts to the little guys, along with other flow-down, in hopes small businesses would accept and

fulfill the order with minimal disruption to the supply chain, no questions asked.

There are other pieces of flow-down that make me wonder what suppliers are agreeing to, but likely don't understand it or see how it applies to their responsibility in the supply chain:

- Human Trafficking Policies
- Conflict Minerals
- REACH

I wonder when these will become urgent enough in industry?

When will small businesses be required to become subject matter experts in the health hazards of trace chemicals found in common adhesives also found in your home's junk drawer?

Whether it's source inspections, CMMC, or the Defense Federal Acquisition Regulation Supplement (DFARS) flow-down du jour...

What if, before accepting an order for the first time that included all of this, a customer met with a supplier to review it in the first place?

What if we didn't expect our suppliers to know it all?

What if we required, before any first-time orders were accepted, an orientation of sorts?

Perhaps you already do this. If you do—congratulations, and nice work! I'm betting you have fewer systemic problems downstream in your supply chain.

If you don't do this, what would it look like if you did?

What resources could you commit? What types of short-term delays and disruptions are acceptable for a bigger payoff later?

What information would you want your suppliers to know?

If you're the supplier, what information is so often assumed? What are things that give you grief that may have solutions the customer could support?

A company could go through a purchase order with a supplier, section-by-section, explaining what codes and acronyms mean to them. They could make sure the supplier understood that the URL buried at the bottom of page 4 is actually pretty helpful and also references six other PDFs that include everything from how to submit invoices to where to find approved chemical film processing houses.

Imagine: An hour or two on the front end of a business relationship to mitigate all sorts of risk and help increase the chances that everyone is singing from the same sheet of music from the start.

Can you imagine if the U.S. Government, Primes, and Subcontractors had a required one-time kickoff meeting preceding the acceptance of a supplier's first order?

Large projects and contracts have this built into their processes by default. But what about the rest of the supply chain?

What would this solve?

How many non-conformances would this prevent?

How many questions that we didn't know to ask could actually be asked?

How much risk could we mitigate?

...or should we all just keep winging it?



Allison K. Giddens, President - Win-Tech, Inc.



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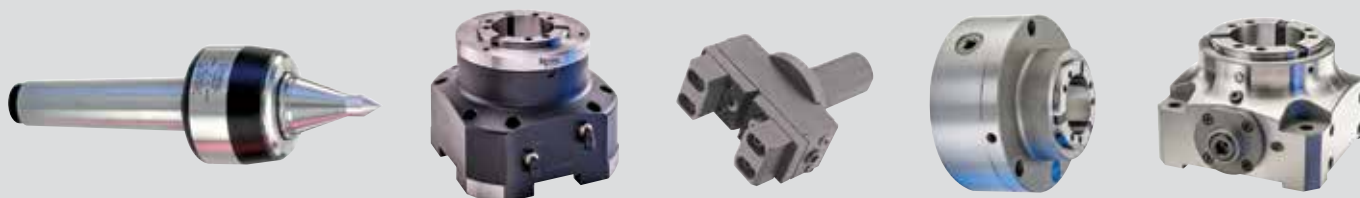
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EL Rising is NTMA's recognition of talented manufacturing professionals who show leadership promise for the future of our industry. Boasting four years of promoting the next generation of manufacturing leadership, the 2023 recipients are invited to attend Manufacturing Engage 2023, where they will be recognized for this achievement.



Andrew Boyer

Boyer Machine & Tool Co., Inc.

Andrew started at Boyer Machine & Tool in the summer of 2017 as a machine operator with the intentions of going to Indiana University for a degree in Business Management. After graduating with a degree in Informatics, Andrew came back to Boyer Machine as a full-time Business Analyst. Since returning, he has been responsible for overseeing and optimizing the enterprise resource planning (ERP) system by research and testing ideas that could potentially fit the company's needs and that could potentially lead to increased production and efficiency. In the last year, Andrew has been put in charge of organizing outgoing freight shipments to customers while training an individual to take over this process. Andrew strives to be someone who people turn to for support as well as someone people can trust.



Ashley Harms

MetalQuest Unlimited

After earning her degree in Advertising and Public Relations, Ashley dove head-first into the manufacturing industry when she joined MetalQuest Unlimited to help the company open a new location in Northern Idaho. Being part of MetalQuest's expansion has exposed Ashley to a wide range of manufacturing roles, topics, and experiences. She enjoys collaborating with others as she continues to deepen her understanding of what it takes to be successful in manufacturing today.



Anthony Mundt
Hydromat

Lead CNC Machinist committed to excellence to guarantee total customer satisfaction.



Bob Bourbon
Planet Tool and Engineering

Bob started working at Planet Tool and Engineering 18 years ago as a CNC mill machinist when the CNC milling department had only six people. As the company grew in size and efficiency, Bob was promoted and became the company's first offline programmer, working with several others to develop a system and process to supply programs to the machinist on the floor. Programs had to be made in a consistent and organized manner so that everyone could understand them. This streamlined system is still in use today. Five years later, Bob became the CNC department supervisor, managing schedules and processes for work for the entire shop. In August 2021, Bob was promoted to Plant Manager. Bob continues to maintain a successful and enjoyable work environment for himself and his colleagues.



Brian Rydbom
Acutec Precision Aerospace, Inc.

Brian began his manufacturing career at Acutec through the cooperative education program at Crawford Tech in Meadville, PA where he studied Precision Machining. In 2011, he graduated Meadville Area Senior High School and Crawford Tech. Upon graduation he accepted a full-time position in the quality department. Brian moved out of the quality position in 2012 to further develop his skills in machining and programming. Brian has led the CNC Programming division of Acutec's engineering department since 2021. Brian's team consists of 14 CNC programmers in two different facilities developing and improving machining processes on every part manufactured at Acutec. Brian is heavily focused on educational outreach and developing his skills as a leader in manufacturing. He is a graduate of the 13th class of Leadership Meadville hosted by the Meadville-Western Crawford County Chamber of Commerce. Brian is also a member of the Crawford County K-12 Career Education Alliance Steering Committee.



Bryan McIntosh
Velocity Metalworks

Bryan is a seasoned professional in the metal fabrication industry, bringing more than two decades of experience to his craft. Since 1998, Bryan has been honing his skills and expertise in the field, establishing himself as a highly skilled metal fabricator. Throughout his career, he has showcased an

unwavering dedication to his craft. Attention to detail and commitment to precision have earned him a stellar reputation in the industry. Bryan is currently Director of Operations at Velocity Metalworks located in Hoffman, IL. As a valuable member of the team, he plays an important role in the company's fabrication process. With his team, they utilize extensive knowledge and technical proficiency to bring innovative metalwork solutions to life. Bryan's career started in the drafting department of an industrial machine shop.



Cacey Obermark
Linmark Machine Products

Cacey recently joined Linmark and has made a big impact very quickly. Cacey identified ways to make the office processes run more smoothly and efficiently by automating manual and paper procedures. Cacey has been instrumental in updating the employee handbook, and finding and remedying areas of exposure for the company. Cacey also constantly monitors and keeps Linmark's human resource and COVID-19 policies up-to-date, maintaining compliance. Cacey's biggest achievement has been to spearhead the conversion to and implementation of a new ERP system. Prior to implementing Linmark's ERP system, office functions were disconnected, creating more work for the entire office. Successfully implementing the ERP system was a huge challenge that she managed efficiently and with very minor disruption to daily operations. Linmark will be benefiting from new streamlined procedures for many years to come.



Christina Collette

Reata Engineering / Machine Works, LLC

Christina's professional career spans from banking and finance to manufacturing industry management. After realizing her true passion didn't lie in finance, Christina made the move into the advanced manufacturing world and has worked in various roles with increasing responsibilities within the manufacturing communities. The experience she has obtained in these various positions has allowed her to have the management tools to lead a team of manufacturing professionals. In her career, she has improved processes, managed skilled manufacturing employees at all levels, and fostered a culture of efficiency, dependability, and team players, all while collaborating with top aerospace and medical OEM's. Today, Christina is currently the Director of Operations for Reata Engineering and Machine Works, Inc., a contract manufacturer in Englewood, CO. This position not only allows her to have an unwavering passion for the industry, it continues to drive her to learn and advance new manufacturing ideas and concepts, but also provides mentorship to the team, helping develop and grow the Reata Culture.



Clay Adcock

Custom Tool

In August 2011, Clay walked into an interview at Custom Tool (Cookeville, Tennessee) with no experience in manufacturing, much less the machining trade, as his background was

in auto mechanics. He made a promise to be the best worker the company would ever hire, if given a chance. Within two years he had mastered the company's two-axis turning centers and began learning its mill/turn, and multi-axis machines and excelled at them a year later. He began leading the company's goal of achieving lights-out production as part of the standard operating procedures. Clay's transition into management-related tasks began in 2015 and has led to his current manufacturing manager position, which includes production floor management along with new technology implementation, process development, and improvement. As an Emerging Leader, Clay hopes to have a greater impact on the manufacturing industry by being an ambassador for the trade.



Daniel Anglemeyer

Hibshman Screw Machine Products

Daniel began with Hibshman as a machine operator in 2016 and had an immediate impact. Learning the trade from his grandfather, he quickly moved from an operator to a setup machinist and maintenance technician. As Daniel progressed, Hibshman also realized he had a ton of operations knowledge, always suggesting shop and process improvements to make the business run smoother. In 2018, Daniel was promoted to a supervisor role, overseeing the entire Acme Gridley department. The work ethic Daniel possesses to continually learn and develop not only his trade skill, but also his communication, project management skills, and overall dedication to Hibshman makes him an excellent candidate for an Emerging Leader.



David Hartfelder

Reata Engineering / Machine Works, LLC

David is a seasoned professional with more than 16 years of experience in the manufacturing industry. He began his journey in manufacturing as a delivery driver and in a shipping/receiving role. Through his dedication and hard work, he progressed through various roles within organizations, including inventory management, customer service, purchasing, estimating, inside sales, and production management. Throughout his career, David has consistently demonstrated a strong work ethic, adaptability, and a commitment to delivering quality results. Upon joining Reata Engineering and Machine Works, Inc., David took on the role of Estimator and now serves as the Production Supervisor, where he oversees planning, scheduling, and ensuring the timely completion of work on the shop floor. It is his comprehensive knowledge of manufacturing operations along with his leadership skills and attention to detail that continue to make him an invaluable contributor to the success and growth of any manufacturing organization.



Dustin Simoncic

Reata Engineering / Machine Works, LLC

Dustin is a dedicated professional with six years of experience in the manufacturing industry, currently serving as the Quality Manager at Reata Engineering and Machine Works. With a solid background in machining, he possesses a deep understanding

of manufacturing processes and an unwavering commitment to precision and excellence. Transitioning into management this year, Dustin brings a proactive approach to problem-solving, collaborating with cross-functional teams to implement innovative solutions, and ensuring adherence to stringent quality control measures. His passion for continuous improvement helps him foster a culture of excellence within the organization, driving the team to consistently strive for superior results. As a Quality Manager, he combines technical expertise, strong analytical skills, and effective communication to deliver exceptional products and ensure customer satisfaction, positioning himself as a valuable asset for Reata Engineering and Machine Works' growth and success.



Danielle Litwiler
Starlite Diversified, Inc.

When working for a small company, one often learns to wear many hats. Danielle embraced this when she started with Starlite Diversified in 2019. Every opportunity to learn different processes was met with enthusiasm. Danielle's experience in general manufacturing, maintenance and purchasing, as well as her tenacity and attention to detail, paved the way to her current position of Manufacturing Manager. Even without machining experience, Danielle has proven her ability to juggle day-today developments in a job-shop atmosphere.



Evan Wasko
Penn Weld

Evan started as a welder at Penn Weld in 2011. Over the next few years, the company purchased its first CNC mill, sending Evan down another path. Evan has shown the initiative to grow and learn which allowed him to move up from a CNC operator to a CNC programmer. After years of taking in and taking on as much as he could, he was given the opportunity to move into management. Currently, he manages the CNC and fabrication department, along with capitalizing quoting, and QC. His commitment to growth and education has made him a valuable part of Penn Weld. Evan continues to become a better leader, sharing all he has learned along the way.



Jeff Anderson
Acutec Precision Aerospace

Jeff started his career with Acutec Precision Aerospace in 2010. Jeff came in as a "C" machinist and over the years worked his way up to an "A" machinist. During that time, he became a member of the Internal Audit Committee, the Safety Committee, the Training Committee, and the ESOP Resource Committee. Jeff still serves on all of the aforementioned committees. Jeff is a Certified First Responder for the shop and is the New Hire/New Machinist Trainer as well. His current titles are Manager of NDT (non-destructive testing), Manager of Secondary (deburr), and First Shift

Supervisor for the shop. By July 2023, Jeff will be NDT Level 2 Certified. He is also coordinating the company's second annual Blood Drive for the South Carolina Facility. Prior to coming to Acutec, Jeff was a machinist in the automotive industry. He was a sales and marketing manager for a distribution company and an operations manager for a computer company. Jeff hopes to use his past experiences and knowledge to strengthen Acutec's position in the Aerospace and Machining industries.



Lance Martin
Linmark Machine Products

Lance has been at Linmark for almost twenty years. In that time, Lance has worked his way up to Assistant Plant Manager and has demonstrated the qualities of a leader. He has been a great mentor to the younger machinists over the years, always willing to share what he has learned to help them become better at the trade. Lance served on the advisory board for the local high school machine tool program and gives tours to junior high school students interested in the trade. Lance is always looking to improve his abilities as a machinist and a manager through trade and leadership training. Lance is a critical part of the Linmark team and has a bright future for many years to come.

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**Matt Row**

Hibshman Screw Machine Products

Matt came to Hibshman just over a year ago as an accomplished Swiss machinist. Having more than 10 years of CNC machining experience, an associate degree in Machine Tool Technology, five certificates from the National Incident Management System (NIMS), and specializing in long-hand programming, Matt has been a valuable asset to the team. In his current role, Matt leads our entire CNC department and is one of our ProShop ERP champions. Matt's background combined with his integrity, ownership of responsibilities, and commitment to Hibshman makes him an excellent candidate for an emerging leader.

roles. At Purdue, Mason worked as the Head Football Team Manager for a few years, focused on organizing, planning, and managing the activities of others. Through Mason's engineering internship experience, Mason realized that the designing aspect of engineering was not a favorite. Rather, Mason enjoyed being able to work on the shop floor, making things. This led to Mason's ability to troubleshoot the daily issues that happen in any machine build department. Mason looks forward to using the knowledge gained from this Emerging Leaders Cohort to help the Overton team achieve its goals.

**Nic Kaiser**

Kaiser Manufacturing

Nic is a third-generation manufacturer who has been exposed to the industry his entire life. Working his way through school in the shipping department at BIG Daishowa and later in their marketing department, he learned a lot about the world of high-speed metal cutting. During the pandemic, Nic taught himself how to machine at home in his basement on a small 3-axis router. This helped lead to the foundation of Kaiser Manufacturing, which produces customized Kaizen Shadow Foam for tool control and case inserts. Nic is always looking to deepen his knowledge and strengthen his capabilities in the manufacturing realm and continues to expand the business into future markets.

**Pat Orlet**

Velocity Metalworks

In high school, Pat knew that he liked the challenge of having an idea and working with his hands to make it happen. This led him to earn a technical degree in Tool and Die at a trade school in St. Louis. From there he completed a four-year apprenticeship program with Bachman Tool, working on increasingly difficult projects, typically automotive, as he honed his skills. After eight years on the bench, he started training in Tool Design, which has been his real passion because of the constant challenge it presents. After 20 years he decided to help AAA Tool and Machine (now Velocity Metalworks) grow and is now the Director of Operations. Pat is an integral part of Velocity Metalworks, utilizing his 30 years of experience to support every aspect of the business.

**Mason Cossey**

Overton Industries

Mason's current role at Overton Industries is Project Manager for the machine build department. Overton specializes in making a wide variety of tube-forming machines including hydraulic presses, I/O sizers, ram end formers, and spin-trim machines. Mason graduated from Purdue University in 2022 with a major in Mechanical Engineering Technology and a minor in Management. Mason always enjoyed working with people as some past experience has involved managerial

**Sara Mittler**

Mittler Brothers Machine & Tool

Sara is the second generation of Mittler Brothers, following her father (Paul) and her uncle (Mike). In her senior year of high school, she began working in the shop, sweeping floors after school. Since then, she has been learning the business from the ground up. Sara has worked to advance her skills in different areas of the business including sales, engineering/design, and currently CNC machining. She has recently started to shadow the Production Manager, as part of her next step in climbing the company ladder. Sara strives to continue the machining legacy her family started in 1980.



Stacy Benner

Reata Engineering / Machine Works, LLC

Stacy is a seasoned professional with 20 years of experience in customer service, sales, and account management and is a future leader in the manufacturing industry. Their experience includes roles at Reata Engineering, GameStop Inc, and Wireless Xcessories Group, where they cultivated leadership skills and business acumen. They excel at building teams, fostering strategic relationships, and surpassing goals. With a passion for nurturing talent and a knack for adapting to evolving business environments, they aspire to grow and contribute to the new generation of leadership in the NTMA Emerging Leaders Program.



Stephen Waldrop

Manda Machine Company

Stephen began working at Manda Machine Company in July 2018. Having no experience in the manufacturing industry, he quickly adapted his previous experience—with tight tolerances and attention to detail as an artillery gunner on an M119 Howitzer for the United States Army—to the intricacies of CNC machining. Starting as an entry-level operator, Stephen began immersing himself in the shop's operations, learning from experienced colleagues and actively

seeking opportunities to expand his knowledge. After becoming proficient in complex multi-axis machine setups, he discovered a bottleneck in the programming division, so he decided to teach himself this skill in his off time. Stephen was promoted to programmer, and within months, he could create programs for every type of part and machine in the shop. Demonstrating a solid understanding of the industry, he was elevated to his current position as Shop Forman at the start of 2021. Under Stephen's leadership, Manda Machine was able to achieve AS9100 certification. He also spearheaded the company's successful implementation of a new ERP system and is currently focused on CMMC compliance efforts for Manda. These achievements have elevated Manda Machine's capabilities, ensuring the highest standards of quality, efficiency, and customer satisfaction. As an emerging leader within the manufacturing sector, Stephen's dedication to continuous improvement and commitment to team development has fostered a culture of innovation, collaboration, and success within Manda Machine Company.



Tom Swanberg

Acutec Precision Aerospace, Inc.

Tom started his career in manufacturing, deburring parts at a local machine shop when he was 16 years old. From there, he branched into running waterjets and programming them. Tom was given the opportunity to run CNC Mills, where he learned the basics of G-Code programming, working there in the summer throughout high school. He then pursued a college degree in Manufacturing Engineering at Northern Illinois University. After college, Tom started his career in 2015 at Acutec Precision Aerospace, Inc. as a Manufacturing Engineer and was recently promoted to Post-Processing Manager. In this position, Tom continues toward his vision of Manufacturing Engineering but aids in the day-to-day management and forward thinking to support various post-machining departments. These departments include Electric discharge machining (EDM), grinding, assembly, deburring, coatings, non-destructive testing, and welding. Tom looks forward to the future in this position and working closely with the team at Acutec.

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**EMERGING
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Identifying and Nurturing Emerging Revenue Growth Leaders

By: Ed Marsh - Growth & Strategy Consultant

A CEO's focus is on strategy, resource allocation and talent management.

Identifying, recruiting and developing great talent is critical to long-term organizational success, and it's the toughest of a CEO's tasks. Leadership, management, and rising talent's own ability to cultivate great performers are some of the soft skills about which CEOs must have a sixth sense.

That's tough when leadership and management are often conflated despite being different and distinct qualities.

It's even tougher when sales is the role for which you're seeking emerging leaders. It's a different beast than other business functions, and identifying great sales talent requires different approaches.



Sales Hiring and Development is Different

Experts can quickly assess the qualifications of a possible Vice President of Engineering. A strong controller is a likely candidate for a Director of Finance or Chief Financial Officer role. While success is never guaranteed and the next promotion will always bring new challenges, success in those roles is built on the domain skills progressively acquired in previous roles.

Not so with sales.

How many times have we seen a top-performing rep promoted to sales manager only to flail about in their new role? Their quota contribution is gone, and they fail to drive results for the team. Sadly, it is a common scenario; one in which everyone loses.

Companies understand they must improve sales representative, manager, and leadership hiring practices and talent development, but how?

The answer is to improve the process and tools.

Common Sales Scenarios

Let's see how this works in reality, through three challenging situations that commonly arise in mid-size industrial firms:

1. A loyal, long-time employee in a different department (often engineering or operations) expresses interest in sales, often seduced by the money and naïve about the grind. You hate to lose them in the role where they contribute, nevertheless, you feel an obligation to support them. But what if you put them into sales, and it's not a fit? Everyone loses.

2. Your sales team is growing and it's time to create a sales management role so you can step back. The natural place to look is the sales team. And then... well, we already watched that scenario play out above.

3. A company begins to plan for ownership transfer and advisors recommend appointing a VP of Sales to establish processes, and improve performance to increase revenue and valuation. That means looking outside, but how do you reduce the risk of making a mistake?

Each challenge is fundamentally the same. How can you identify who has the skills before they're placed in a critical role?

The answer is to use evaluations and assessment tools to measure critical skills and attitudes, to re-engineer the hiring process, and then to provide the right training, culture and development.

Predictively Accurate Sales Team Evaluations and Assessments

Is that even possible? To accurately measure whether someone not only can sell, manage or lead, but whether they actually will? After all, people are complex individuals and sales seems like a black box. It's completely different than troubleshooting a problematic machining center. The reality is that we can break different sales roles down into discreet measurable components, considered against customized benchmarks for the specifics of your industry and buyers. Unlike common personality and behavioral screenings, the sales evaluation and assessment tools I use with clients explore specific competencies and aptitudes. For example:

Sales Rep

21 Core Competencies including:

- Desire and Commitment (components of a "will to sell" finding)
- Need for approval, rejection resilience and comfort discussing money (components of a "Sales DNA" finding)
- Prospecting, reaching decision-makers, Qualifying & Sales process (Sales Competencies)

Sales Manager

20 Core Competencies including:

- Taking responsibility for results and being motivated to sell (components of a "Will to Manage" finding)
- Ability to avoid emotional involvement and create a supportive buy cycle (components of "Sales Management DNA")
- Recruiting, closing, coaching and motivating other sales team members (Sales Management Competencies)

VP of Sales 16 Core Competencies including:

- Outlook and commitment (components of "Will to Lead" finding)
- Need for approval and supportive beliefs (components of Sales Leadership DNA)
- Strategic thinker and sales leadership (Sales Leadership Tactical Competencies)

While there's a lot of deep and rich detail behind each of these, the resulting output is clear and accurately predictive. This "sales MRI" is beneficial for both the existing team and prospective hires.

The goal when evaluating current employees is to help guide folks into the role best suited for their strengths and to identify coaching opportunities.

When assessing internal or external candidates for hire the first goal is a simple yes/no finding; will they perform? That's followed by a projection of how long the candidate's ramp up will be and what training will be required.

Using Evaluations and Assessments to Identify and Develop Talent

Both scenarios are important in identifying top talent and next generation leaders. Evaluating the current team provides a roadmap to nurture and develop. Assessing candidates reduces the likelihood of expensive and frustrating mistakes.

Of course these tools are a starting point. A strong, supportive, and accountable sales culture, consistent sales training, clear expectations, and appropriate sales processes are all factors that will determine the success of emerging sales leaders in your business.



Ed Marsh
Growth & Strategy Consultant

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www.consiliumglobalbusinessadvisors.com

Fives Provides Industry Machine Tool Services and Solutions

By: Alyssa McGriff, Marketing Specialist - Fives Machining Systems, Inc.



In the world of high precision machining, emerging leaders play a vital role in driving innovation and transforming the industry. MTSS, the service arm of Fives in the machine tool market, provides support for renowned Fives brands such as Cincinnati, Giddings & Lewis, Kearney & Trekker, and more. As the OEM provider of more than 50 known and trusted brands, our dedicated technical support team and technicians work around the clock to provide unparalleled support, ensuring uninterrupted operations for the customer.

Fives' MTSS understands the critical nature of machine maintenance. To address this, we have developed a robust service infrastructure, becoming essential partners for manufacturers in the machine tool industry. As industry partners, the impact of Fives' field technicians goes far beyond that of troubleshooting and maintenance. They form strong partnerships with customers, offering guidance and advice to optimize machine performance and productivity. By leveraging their expertise, these emerging leaders empower manufacturers to enhance their operations, streamline processes, and meet the ever-increasing demands of the machine tool industry. Fives' field technicians serve as trusted advisors, sharing their knowledge and experience to drive customer success.

Each technician undergoes rigorous training to gain a comprehensive understanding of the intricacies involved in high-precision machines. Equipped with the latest tools and technologies, they possess the skills necessary to diagnose, analyze, and resolve complex issues efficiently. Fives' commitment to continuous learning ensures that its field technicians stay informed with the latest advancements in the industry, further enhancing their ability to provide cutting-edge solutions.

Fives takes great pride in its emerging leaders and their contributions to the machine tool industry. By investing in their development and providing them with the necessary resources and support, Fives ensures a steady pipeline of talent that will continue to drive innovation in the field. The company's commitment to nurturing emerging leaders not only benefits its customers but also strengthens the entire industry by fostering a culture of excellence and pushing the boundaries of what is possible in machining.

Fives Machine Tool Services & Solutions is the embodiment of emerging leaders rising in the high-precision machine industry. Through their unwavering dedication, deep expertise, and commitment to continuous learning, this team has revolutionized the industry by providing unparalleled support, ensuring uninterrupted operations, and driving innovation. As Fives continues to nurture and empower its emerging leaders, the machine tool industry can look forward to a future filled with advancements, enhanced productivity, and continued success.



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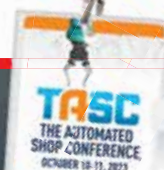
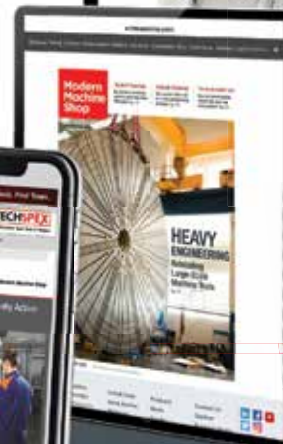
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A Legacy of Excellence

The journey of Actco Tool and Die symbolizes the American dream—a tale of humble origins and unwavering determination.

Actco Tool & Manufacturing Company – Meadville, PA

Bob Gruber and Glenn Canfield, both veterans and former Talon Zipper employees, took a risk in 1966 when they chose to start their own business. They converted an old gas station into a tool and die company using their significant industry knowledge and experience. They had no idea that their enterprise would set the groundwork for Actco Tool and help to change Meadville from “Zipper City” to “Tool City USA.”

The journey was not without challenges. Starting a business from the ground up is a difficult task, especially in a highly competitive field.

Actco, on the other hand, was propelled forward by Bob and Glenn’s dedication and commitment to their profession. Actco has slowly created a reputation for offering great quality and service through hard work, innovation, and a customer-centric approach.

The city of Meadville grew alongside Actco. Other machine, tool, and die shops sprang up, with many of them formed by former Talon Zipper personnel.

Actco was instrumental in this transition, providing a shining example of excellence and inspiring others to follow in their footsteps.

A Well-Seasoned Business with a Startup Spirit

Today, Actco Tool and Die stands as a testament to the power of longevity and adaptability. The company has successfully navigated the shifting tides of the manufacturing industry for nearly six decades. Despite their long-standing history, Actco retains the excitement and energy that is often associated with a startup.

Dana Gruber, the third-generation president who proudly carries on the family history, leads Actco. Dana personifies the entrepreneurial spirit that has propelled Actco since its inception. Actco has continued to expand under her leadership, embracing innovation and pursuing new possibilities for growth. Dan Shea, Dana's uncle, is vital to Actco's operations. Dan's depth of expertise and extensive understanding of machine craftsmanship helps to ensure seamless day-to-day operations. His presence and leadership give stability and continuity, bridging Actco's rich history and exciting future.

Investing in People: Nurturing a Culture of Excellence

Actco Tool and Die understands that its success is inextricably tied to the talent and commitment of its workers. The addition of Ryan Artman as General Manager has catapulted the company into innovative gains helping to navigate the ever-changing industry. The company's commitment to investing in people distinguishes it from competitors. Actco recognizes the difficulties that industrial businesses have in obtaining experienced people. Actco has created a strategic partnership with Brian Piatt of Mission Machining Academy to address this obstacle.

Through this collaboration, Actco aims to enhance its capabilities and develop a pipeline of skilled workers. Brian's expertise and training programs provide Actco's employees with the tools they need to excel in their roles. By investing in the growth and development of its workforce, Actco ensures that its employees are equipped with the necessary skills to deliver outstanding results.

Actco also understands the significance of knowledge capture. The company has partnered with Jason Ray and his team at Paperless Parts, and is utilizing their technology to take the art of tool and die making combined with the knowledge of the tool makers into a system that makes the quoting process more replicable regardless of the user. Actco understands that the expertise and wisdom accumulated by its seasoned professionals are invaluable assets that must be preserved. This knowledge transfer protects Actco's legacy while also ensuring a smooth transmission of skills to future generations.

Serving a Multitude of Industries

Actco Tool and Die's versatility is one of its greatest strengths. The company serves a diverse range of industries, including aerospace, automotive, energy, and robotics. Actco's ability to adapt to the unique requirements of each sector is a testament to its technical expertise and commitment to excellence. Actco addresses every project with unwavering dedication, whether it's precision machining, heat treatment, electrical discharge machining (EDM), or value-added assembly.

The emphasis on sustaining excellent client relationships is ingrained in Actco's brand promise of "All-In Manufacturing." They go above and above to exceed their customers' expectations, ensuring that each task is executed to the greatest quality and precise standards. Vic Vidoni, the company's quality manager is there to ensure that the company maintains that quality standard.

Continuous improvement is at the heart of Actco's brand philosophy. The company's commitment to constant enhancement drives them to seek innovative solutions and adopt cutting-edge technologies. Actco intends to add laser engraving to its service offerings which is a prime example of its proactive approach to embracing new technologies and staying ahead of the curve. By investing in innovation, Actco ensures that its customers benefit from the latest advancements in manufacturing processes and techniques.

A Promising Future: Celebrating Almost Six Decades of Excellence

As Actco Tool and Die approaches its 60th year in business, the excitement and anticipation continue to build. The company's journey from a small tool and die shop to an industry leader has been marked by resilience, innovation, and unwavering dedication to customer satisfaction. Actco's commitment to efficiency, productivity, and communication has fostered a culture of collaboration and success. Looking ahead, Actco is poised for continued growth and success. The company remains committed to its core values while embracing new opportunities and expanding its service offerings. Actco's investment in technology and knowledge capture ensures that its expertise remains intact, providing a solid foundation for future endeavors.

Actco Tool and Die invites you to experience their "All-In" commitment and "great quality guarantee." Whether you're in aerospace, automotive, energy, robotics, or any other industry that demands precision manufacturing, Actco is ready to meet your needs. Reach out to them for a quote and witness firsthand the exceptional quality and service that has become synonymous with Actco Tool and Die. Actco Tool and Die is a great example of what can be accomplished by combining tradition, innovation, and unwavering dedication. Actco has developed from humble origins in Meadville to become a recognized industry leader, making a lasting impression on the manufacturing world. Actco Tool and Die looks forward to an exciting future filled with new prospects, collaborative relationships, and the pursuit of excellence as they commemorate nearly six decades in business.



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Lieutenant Governor Mark Robinson of North Carolina On Vocational Technical Education



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This is a huge opportunity and a unique opportunity to start giving students not only an academic education, but also vocational education.

Recently Lieutenant Governor Mark Robinson gave an interview on “Just the News.” During the interview he mentioned that he had a strongly held belief that there are excellent alternatives in career choice for those entering the workforce today. He holds to the understanding that we need Doctors, Nurses, Lawyers, Engineers and Teachers – but that not everyone has a career path that would require a 4-year degree (or more.) He stated that Vocational/Trade Schools and the resulting “Journey-Level” occupations are equally important and should be encouraged.

Borrowing from a transcript of “Just the News”

Mr. Robinson had this to say “We’re not against four-year university degrees, but we also want to let our students and our children know that there are a number of other venues that you can go through to make not just a living, but a great career,” Robinson told the “Just the News, No Noise” TV show Tuesday. “And the skilled trades of those opportunities definitely exist.”

He praised North Carolina for their efforts to promote vocational training so students will have other alternatives.

“This is a huge opportunity and a unique opportunity to start giving students not only an academic education, but also vocational education,” he said. “That never leaves you. So, if you learn electrical work, that skill never goes old.”

Other states that prioritize apprenticeships in the trades include Indiana, Wisconsin and Iowa.

“Those employers and those employees are key to success in our state because we want folks to have great careers,” Robinson said.

So, what should we do?

Here are a few ideas:

- Send a note to the Lieutenant Governor expressing your support of the North Carolina initiatives and his support or alternatives in education.
- Send a note to the Department of Labor in your state asking how you can help to promote alternatives in education in your state.
- Work closely with the Vocational/Technical Schools in your area in promoting Trades as great career opportunities.
 - Share your story with the students and educators alike.
 - Attend Career Nights with the local SPE Section and share your story there too!

There are plenty of other ideas, and all it takes is the right fuel to propel the system forward. Let's form the future of some of the next generation of Plastics Professionals!



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The Service Awards are given out each year at the Manufacturing Engage Conference.
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L.A. SOMMER MEMORIAL AWARD

For outstanding and continuing service of the highest magnitude; emphasis is placed on service to the Association by a regular member, both of the highest order and over a period of time, connoting excellence in a particular role in NTMA, rather than as a participant in a single event.

WILLIAM E. HARDMAN AWARD FOR EXCELLENCE IN TRAINING

For a company or individual (regular member or education member) which consistently demonstrated strong support and active participation in structured training for the precision custom manufacturing industry.

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For a nomination form, contact Linda Warner at lwarners@ntma.org

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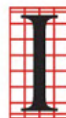
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