



Thoughts from the Editor

In this, the third year of the TTMA Mentoring Program, the seeds for growing tomorrow's skilled workforce continue to be planted, and there are even a few seedlings bravely taking root and starting to grow.

A few Live Oaks students have already succeeded in segueing from the mentoring program into co-op positions and even into regular full time positions. While there are still some logistical challenges to this program (i.e., getting students without transportation to participating companies), it is clear that the Mentoring Program can work.

Along with the Mentoring Program, we encourage TTMA member shops to open their doors to student tours. No middle school student is too young to see the possibilities in the future of manufacturing as demonstrated with the technically advanced tools of our trade that exist in shops today.

I have no doubt that if the TTMA and its membership remains committed to doing our part in building a skilled future workforce, we can have a positive impact.

Let's keep planting those seeds—There is definitely fertile ground out there!

TTMA Member, Ken Seilkop of Seilkop Industries/A-G Tool & Die Testifies Before the House Small Business Committee

Over eighty NTMA members took a stand for the tooling and machining industry on Capitol Hill during the association's annual Legislative Conference on June 13-14, 2007. This action – packed event, held at the L'Enfant Plaza Hotel in downtown Washington, D.C., featured briefings by top Administration officials and policy experts, addresses by two Members of Congress, and a day of meetings on Capitol Hill with lawmakers and their staff.

The first day of the conference was designed to give attendees the preparation and knowledge-base they needed to discuss NTMA's priority issues at their meetings with their representatives and senators. Armed with position papers and key talking points on the issues, attendees headed to Capitol Hill for a full day of lobbying their congressional lawmakers.

Adding to the prestige of the conference, NTMA (and TTMA) member, Ken Seilkop of A-G Tool & Die in Miamitown, Ohio, testified on June 13 before the House Small Business Committee on the impact of U.S. trade policies on small employers. The hearing was covered on C=Span television. Seilkop urged Congress to pass legislation that levels the playing field in order for the precision machining and tooling industry to stay competitive with China as well as other countries. His testimony highlighted the currency manipulation issue and set the stage for the Association's lobbying efforts the following day.

Workforce shortage forum highlights solutions to industry challenges

This year's conference began with a special half-day session on workforce training and development. The Workforce Shortage Forum brought together several key players in the workforce arena to outline the current trends in manufacturing, share success stories, and provide attendees with marketing and recruitment tools.

In addition, the forum also featured an introduction to NTMA's workforce development and training initiative—Precision JOBS for American Manufacturing (PJAM)—that will be officially

launched in 2008. The program is a partnership with the federal government that will establish a best practices network of regional training sites to recruit, train, and retain skilled workers for our industry. Emily DeRocco, Assistant Secretary of Labor for the Employment and Training Administration (ETA), kicked off the forum with an update on the Bush Administration's efforts to ensure a skilled workforce for the 21st century. She discussed the ETA's regional approach to workforce development by providing grants to state agencies and local Workforce Investment Boards.

In addition, Assistant Secretary DeRocco stressed the importance of partnering with the business community to create new avenues for job training, recruitment, and marketing. No stranger to the tooling and machining, Secretary DeRocco has collaborated with the National Institute for Metalworking Standards (NIMS) to help to strengthen the performance-based skill standards for the industry and market the industry to young people across the nation.

The next speaker spearheads a successful workforce development campaign called "Dream It. Do It." which markets manufacturing as an exciting career field for young people. Stacey Jarrett Wagner, Managing Director for the National Association of Manufacturer's Center for Workplace Success, discussed the innovative outreach techniques the campaign has used to interest teenagers in manufacturing.

Bill Offutt, Executive Director of the Department of Labor's Hire Vets First Campaign, encouraged attendees to look to veterans when filling skilled positions at their companies. Offutt highlighted the agency's one-stop-career centers that link employers and veterans through a user-friendly on-line tool (<http://www.sevicelocator.org/>).

To round out the workforce forum, Diana Waterman, Vice President of Waterman & Associates, NTMA's Government Relations firm, provided an overview of the PJAM program and briefed attendees on how to take this message to Capitol Hill for their meetings.

“We’re going to inform our lawmakers of our industry’s workforce challenges, let them know we have a solution, and tell them we’ll be back next year to ask for their support,” she said.

Presidential candidate provides luncheon keynote address

Following the intense morning forum on workforce development, conference attendees enjoyed a luncheon featuring a keynote address from Republican presidential candidate and Congressman Duncan Hunter (R-CA-52). Rep. Hunter sits on the powerful House Armed Services Committee and has spent most of his political career serving as a champion for American manufacturing and a strong defense industrial base.

Rep. Hunter is the chief sponsor, along with Rep. Tim Ryan (D-OH-17), of the NATMA-supported Fair Currency Act of 2007, which defines currency manipulation as an illegal export subsidy under U.S. trade laws. The bipartisan bill, with over 100 co-sponsors, would help U.S. manufacturers compete on a level playing field with countries like China that undervalue their currency.

Covering trade, defense, and immigration issues, Rep. Hunter made it clear he will highlight the plight of domestic manufacturers during his run for the presidency. “As manufacturers, you are critical to our economy and to our national defense,” Hunter said, “I thank you for waking up each day and working hard for America.”

Attendees brush up on politics, learn the Association’s priority issues

The afternoon’s business sessions featured top policy experts who provided their insights on the background, status and outlook of the remainder of the association’s priority issues: Currency manipulation, Family Medical leave Act, and the Employee Free Choice Act. A question-and-answer session followed each speaker, so participants could gain an even deeper understanding.

David Hartquist from Kelley Drye Collier Shannon provided a detailed overview of the various pieces of legislation designed to end currency manipulation and create a level playing field on which U.S. manufacturers can compete.

Lisa Horn from the Society for Human Resources (SHRM) discussed recent efforts to expand the Family Medical Leave Act including the NTMA-

opposed Healthy Families Act that requires employers with fifteen or more employees to offer seven days of paid sick leave.

Rob Green, a Vice President of the National Retail Federation, explained the erroneous provisions of the so-called Employee Free Choice Act and discussed its chances for passage in the Senate.

After each policy briefing, the NTMA Washington office staff presented a “Message to the Hill” to prepare attendees for productive congressional meetings the following day. Participants learned how to present compelling arguments on each issue, avoid common pitfalls, and maximize their meeting time. Each attendee received several folders containing a descriptive piece on the tooling and machining industry as well as briefs on each priority issue. These folders were left at the various congressional offices to provide Hill staffers with reference material on our industry.

NTMA members successfully tackle Capitol Hill

Thanks to the efforts of NTMA member Pam Rubenstein of Allied Specialty Precision, Inc. in Mishawaka, IN, freshman Rep. Joe Donnelly (D-OH-02) delivered his “View from the Hill” as the keynote breakfast speaker on the second day of the conference.

Rep. Donnelly and his staff have visited Rubenstein’s facility on several occasions, both during his campaign and after he took office. A co-sponsor of the Fair Currency Act (H.R. 782/S.796), Rep. Donnelly discussed the importance of national security and maintaining the ability to manufacture defense components in the United States.

NTMA members then headed to Capitol Hill to begin the conference’s second day devoted to meeting with their Representatives and Senators and staff. Attendees participated in over eighty meetings that were pre-scheduled by the NTMA Washington office.

Lobbying their Senators to oppose the Employee Free Choice Act (H.R. 800/S.1041), conference attendees were able to weigh in on this priority industry issue just two weeks before an important procedural vote in the Senate. NTMA members helped to keep the bill from moving forward by voicing their legitimate concerns during their meetings.

In addition, many attendees received considerable interest from lawmakers and staff on the PJAM

initiative. "We had extremely positive meetings with our lawmakers on the PJAM program," said NTMA Chairman of the Board Jeff Kelly, "We were able to educate them about the severity of the workforce shortage problem facing our industry and outline the key elements of this program that will officially launch in 2008.

Setting the stage for 2008

"With over eighty Capitol Hill meetings, Ken Seilkop's testimony before the House Small Business Committee, and our timely efforts to oppose the Employee Free Choice Act, this conference has been a huge success for NTMA's Government Relations

Program," said NTMA's Government Affairs Team Chairman Joe Tenebria. You won't want to miss next year's event as NTMA officially launches the PJAM program and will lobby for support on Capitol Hill.

Even if you weren't able to make it to Washington this year, you can still be an effective advocate for the tooling and machining industry from your own home or office. Visit the NTMA website's (www.ntma.org), Legislation Action Center to take action on the posted alerts or write your legislators about other important issues to your business.

Calling the Hotline at 866/718-0013 puts a wealth of information at your fingertips. If you have questions about pending policy, regulatory rules, or any other governmental goings-on, Waterman & Associates staff will answer them. If you are an NTMA member, please don't hesitate to call NTMA's Washington Hotline the next time you need the inside scoop on the nation's capital.

The National Tooling & Machining Association (NTMA) Washington Hotline is just one of the benefits available to NTMA members. As a TTMA member you have limited access to NTMA benefits; however, you could be enjoying the full impact of NTMA membership. Find out more by visiting their website at NTMA.org.

Register for October's Monthly TTMA Dinner Meeting!!

You'll meet Jeff Kelly, the NTMA's 2007 Chairman and hear what he has to say about workforce development. Jeff Kelly is President and majority owner of Hamill Manufacturing Company located in Penn Township, Westmoreland County, Pennsylvania. Hamill is a precision machining and fabricating company that serves the Naval Nuclear Propulsion Program and other defense related companies, the glass mold industry, the power generation industry, the aerospace industry, and other industries requiring high degrees of precision and quality. Hamill was a founding member of the NTMA Pittsburgh Chapter and has been a member of the NTMA since 1977. Hamill is an alliance partner with the National Center for Defense Manufacturing and Machining (NCDMM) located in Latrobe, PA.

Jeff joined Hamill, a family owned business, in 1976 after having served 5 years in the United States Marine Corps as an aviator. He became Executive Vice President in 1981 and assumed

the presidency of the company in 1996. He has been largely responsible for Hamill's embracement of technology throughout the company.

Jeff served as chairman of the Westmoreland County School-to-Work partnership from 1996 to 2000. He is the immediate past Chairman of the Westmoreland - Fayette Workforce Investment Board. He is a spokesman for the Human Capital Policy Initiative, an outreach



project of the Institute of Politics at the University of Pittsburgh. He is President of the

Board of Career Connections Charter High School (CCCHS) located in the Lawrenceville section of Pittsburgh. He serves on the Board of the Doyle Center for Manufacturing Technology in Pittsburgh. He has been on the Executive Team of the NTMA since 2004; he serves Chairman in 2007.

In his roles outside the company he has been involved with issues concerning workforce development and the preparation of students for manufacturing careers. He has been a member of Vistage/TEC 411 since 1998 - Vistage is the

largest CEO membership organization in the world and is now a national associate member of the NTMA

Jeff is a graduate of Serra Catholic High School in White Oak, Pa. He graduated from Duquesne University with a Bachelor of Science Degree in Physics from the School of Education. After the Marine Corps, he received a Masters in Business Administration from the University of Pittsburgh. He resides in Delmont, PA with his wife Sharon; he has a 23 year old daughter, Maureen.

In addition, Ken Seilkop and John Cozad will give a summary report of their activity with the Legislative Conference in June. As reported in the Government Affairs article on pages 2-4 of this newsletter, Ken testified before the House Small Business Committee and has been working very hard for several years to promote our agenda in Washington. John Cozad visited with several of our representatives, and will share his perspective on the lobbying process.

So register for the October meeting to be held on Monday, October 15th. The registration deadline is 5:00 p.m. on Thursday, 10/11/07!

Business Matters...

Expert Insight – Six Steps to restoring your vision by Thomas Zweifel, Ph.D.

You and your team finally built a shared vision that gets you up in the morning racing to go. You've aligned on it, found inspiration in it, and gone to work. But what if the vision no longer drives you and circumstances run the show instead? How do you restore a vision for your company when it seems far away and irrelevant?

Although the job of leaders is to "be today the future that you wish for in the world"—as Gandhi but it, managers all too often forget to stand in the future and instead resign themselves to the status quo. How can you recover your vision?

Sep 1: Realize how ever-present resignation is and how easy it is to fall victim to it. Resignation is really the result of the past limiting what you believe can happen in the future. Resignation lurks

everywhere; when we open the morning paper; when we drive to work among countless other cars or in a subway crammed with withdrawn passengers; when we are at work; when we go home and watch TV. Even in teenagers' homes, the background conversation is often, "These are your best years, you'd better enjoy them."

Resignation is oblivious to itself; from the vantage point of resignation, there is no resignation—it looks like realism. It's blindness to itself that helps resignation persist.

Sometimes you have to do more than recognize the past to push resignation aside. Andy Grove, the famed leader of Intel, had to shed the past, or it would take him down. One day in the 1980's when Intel's position was slipping as Japanese companies were conquering the memory market, Grove, then the company's president, sat in his office with Gordon Moore, the co-founder and then chairman and CEO. Grove turned to Moore and asked: "If we got kicked

out and the board brought in a new CEO, what do you think he would do?"

Moore answered, "He would get us out of memories."

After a moment of reflection, Grove said, "Why shouldn't you and I walk out the door, come back and do it ourselves?"

And so they did. They jettisoned Intel's memory business. It was not easy, either for Grove or for anyone else in the company: "As I started to discuss the possibility of getting out of the memory chip business with some of my associates," he wrote later, "I had a hard time getting the words out of my mouth. Intel equaled memories in all of our minds. How could we give up our identity?"

It turned out to be their best move ever. Intel had developed the microprocessor as an alternative computer chip, which helped launch the personal-computer revolution by providing the brains for IBM's path-breaking PC. Grove and his associates had given up what Intel was for what it could be.

Step 2: If a colleague has lost the vision, let him or her communicate fully, and listen with compassion, without intervening or offering quick solutions. Open the lines of communication and simply listen to the person so they can communicate fully where they are. One of our coaches, Nick Wolfson, finds out as much as he can about the person and their situation. He looks at all aspects of his client's life and, if needed, speaks to family and friends.

Step 3: Determine the moment when you gave up. When exactly did you decide you couldn't achieve it? Figure out at what point you gave up. When did the vision become "impossible," and what was the exact obstacle that got in the way? It could be that you missed an interim milestone, or an important gatekeeper dismissed the entire project, or some problem outside of work got in the way. No matter what the interruption was, you want to identify the precise moment and how it was handled.

Step 4: Separate what actually happened from your interpretation of what happened. Put the past where it belongs into the past. Be sure you make a distinction between the facts and your perception of the facts. Eighteen years ago, I called a Finnish colleague and asked him how he was doing. There was a long silence on the phone; I almost thought the line had gone dead. I asked, "Are you

there?" Finally he answered in a deep and dark voice, "I think I shall kill myself."

I realized that he took his goal so seriously that he would rather die than live with the shame of missing it. His vision had gone out the window. I had to help him see that the facts (he was behind in meeting his financial objectives) were not connected to his interpretation (it's so bad he should die for not keeping his word) at all.

I hear all the time, "It's not really up to me anyway." It's important to clarify that this is an attitude, not an objective reality. My colleague Nick tells clients, "You think this is about your project. It's not. It's about you." Once you make this distinction, whole new possibilities for action open up.

Step 5: Revisit your original vision. Why did you commit to it in the first place? What would be missing in your life, in your organization or in the world if you stopped doing this job? If necessary, step back from the current project or goal, wipe the slate clean and create your vision again from nothing. One top executive I coached a few years ago did this by creating a set of fundamental commitments; he saw that he could use his job—a job he had come to see as routine—as a perfect vehicle for fulfilling his own vision, including being a championship performer.

Step 6: Recommit to your vision. Find new pathways, if necessary. In many ways, the job of a coach is to have a player remember their fundamental commitment when the player forgets. Eighteen years ago I coached a Mexican fundraising team to meet a challenging monthly campaign goal, the end of the month was approaching and they had not been in touch. So I called the team leader and asked how it was going.

She said, "they have revoked their goal for the month—they can't see how to meet it." I told her it would make a real difference to morale worldwide if the Mexican team led the way, and asked her if they could all recommit to their goal. I don't know what she said to them, but it worked. They recommitted, delivered the goal and boosted their confidence for all future campaign cycles.

Focus on the future. You are in charge. Your tomorrow is what you make of it.

Thomas Zweifel, Ph.D. is CEO of Swiss Consulting Group, a global performance management company.

Why do Background Checks for New Employees?

Work-related violence is an increasingly widespread problem. The National Crime Victimization Survey reports that an average of 1.7 million incidents of violence in the workplace occur each year. Employee theft and embezzlement continue to be frequent occurrences. Workplace harassment, including sexual assault, happens in virtually every business.

In Ohio, as in most states, there is no legal duty to conduct criminal background checks for every job applicant. Instead, the scope of the duty to exercise “reasonable care” in hiring is largely dependent on the nature of a particular job in question. If a particular job entails a great deal of independence, freedom from immediate supervision, and personal contact with the public or other workers, an employer will be held to a higher standard to screen its applicants more closely. By the same token, where an applicant’s disclosed history (or undisclosed inconsistencies) suggest an increased risk, the employer will be expected to act accordingly.

What can you do to protect against a negligent hiring claim? Do you opt to conduct extensive background checks on every applicant, thereby reducing your legal risk, but increasing your overhead hiring costs? Or alternatively, do you choose to minimize costs associated with background checks, only to increase the risk of liability for negligent hiring?

Here are some things to consider when making your decision:

1. Be sure that you utilize a comprehensive application form, and require that it must be completed fully by everyone you hire. Study the completed application closely. Be sure to investigate any inconsistencies or red flags (such as gaps in reported employment).
2. Contact all of the references and past employers that you can, in person rather than by a written form. Ask to talk with the employee’s supervisor, not the HR department. Ask the telling questions: “Would you re-hire this person to work for you again?” and “Why not?” While many former employers will shun your attempt to obtain information, you will be able to document the fact that you attempted to obtain information about the applicant in the hiring process.
3. If you find any discrepancies, inconsistencies, or troublesome areas in the application or the reference checks, consider a more thorough background check, including a criminal records check.
4. Consider performing thorough background checks, including criminal history, whenever you are hiring employees for sensitive positions, such as: (a) those with autonomy, independence, and the ability to abuse their positions (such as high-level managers, managers of off-site locations, etc.); (b) those that will have unsupervised conduct with the public or with children (delivery or repair personnel, salespeople, childcare providers, etc.); and (c) those who will have access to your financial procedure and your company trade secrets or confidential information.
5. Be sure that you thoroughly document all of the steps that you take, from the application-interview through any background checks, to serve as proof that you undertook a “reasonable” investigation. The importance of comprehensive documentation cannot be over-emphasized; it is as important as the investigation itself.
6. The doctrine of negligent hiring imposes liability on an employer that breaches its duty to care to reasonably investigate any risks posed by an applicant. In sensitive situations, like those involving unsupervised interaction with the public, the potential exposure can be extraordinary. In these circumstances, background checks can be the best defense against liability.

Excerpts from ERA Newsletter – Author is Larry Feheley of Kegler, Brown, Hill & Ritter Co., LPA

2007 TTMA Calendar of Scheduled Events

- October 15, 2007 Presentation by Jeff Kelly, NTMA 2007 Chairman
- November 19, 2007 Presentation by Federated Insurance – Health Insurance – What Do We Do Next?
- December 17, 2007 Tentative—Live Oaks 2007 F.I.R.S.T. Robotics Project

Except where otherwise noted, meetings will be held in the Redwood Room at the Embassy Suites Hotel in Blue Ash:

4554 Lake Forest Drive
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Monthly Meetings are suspended from June through August and will resume in September, 2007

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The TTMA mission is to be the best metalworking and manufacturing trade association with comprehensive information resources for its members and interfacing with community partners.