



## Thoughts from the Executive Board

Dear members,

The end of summer is upon us as well as the beginning of our meeting season. Our dinner meetings start up again this month with our first speaker being Bob Kelly from Advanced Technologies. Additionally, we will introduce our 2007 annual scholarship award winners to everyone in attendance. Let's start off the meeting season by attending and showing our support for the TTMA and our scholarship winners.

Our annual golf outing was again a huge success, and we raised over \$4,000 for our scholarship program. Thanks to all who participated. As we focus our efforts in educating and recruiting young people to the manufacturing business, programs such as the TTMA scholarship awards help our member companies through improving their workforce. We also work closely with the Oaks Joint Vocational system and other educators through the Job Shadowing/Mentoring Program in continued recruiting efforts to attract energetic and intelligent young people to pursue careers in the manufacturing field.

I hope everyone continues to enjoy increased business levels. Most of our members report increased bookings and activity. Remember to "share the wealth" and utilize TTMA members whenever possible for contracting and processing business. As more and more of our traditional work heads overseas, we need to continue to explore new "non-traditional" opportunities and keep our work "in the family".

I look forward to seeing everyone at the meeting this month.

**Robert Hale - Auto-Valve, Inc**

# Business Matters...

## **Boosting Productivity: The Power of Rapport— Parts 2 and 3**

by Stephen Taylor – President STA Coaching Associates Ltd.

### **Why bother to get to know your employees?**

Because it makes good business sense, and it's the right thing to do. Build rapport by using the following simple skills and behaviors.

**Linking:** One of the fastest ways to build rapport is by linking with the employee. Basically, this means finding and discussing something in common with him/her. This works well because most of us will talk about ourselves if someone is prepared to listen.

You eat out. The employee eats out. You have kids. The employee may have kids. Get the point? If you ask enough questions (but not interrogate), you will for sure find that you have something in common. When you can discuss these common interests, the relationship/rapport can only improve.

**Small Talk:** Small talk means taking the time to listen to an employee tell you something about him/her. Next time an employee tells you that her son got married or her daughter won a music contest, take two or five minutes at coffee break to ask for details. Believe me; the extra time you invest in the conversation will reap you large increases in productivity.

**Body Language:** Books have been written about the subject, but I just want to present two points. The world is made up of two kinds of people: “touchers” and “non-touchers”. I'm not talking in the sexual sense. I'm talking about those of us who, while talking to someone, casually touch the other person on the arm or shoulder, etc. Building rapport means being sensitive to others. Most employees have told me that they do not like to be touched.

**Smiling:** Okay, I suspect you think I'm going crazy. However, employee after employee tells me they hate communicating with bosses who look like “doom and gloom”. Smiling occasionally won't kill you, and it's the first behavior an employee sees before you start communicating.

**On the Other Hand....**The following are some annoying habits that can impede the progress of building rapport with employees.

**Bad habit #1: Lack of visibility--**Mary, a department manager of a large international insurance company, rarely walked around her department. Once she arrived at work, she went into her office, and that was it for the day. Those few times when she did do the “rounds,” she had a painfully obvious (to others) pattern of visiting certain areas more and talking to those employees that had the most in common with her. This pattern of behavior set her up for the false accusation of favoritism.

The easy solution to breaking this pattern is to consciously “equalize” your rapport building efforts. Better still, make an effort to go out of your way to speak with employees who aren't like you (language, interests).

**Bad habit #2: Not knowing employees well enough—**Mary was clueless about her employees' lives. No matter how grandiose all this stuff is about “people skills,” it's the small and daily caring that gets you the extra effort. Suppose an employee approaches you and says she will be late next Friday because she's taking her son to the hospital to see a specialist. Of course, you agree. Want to know what a great boss does? He/she makes a note about when she will arrive at work. About 15 minutes after she has arrived at work on Friday, he is there asking her about how her son is.

I guarantee that this employee will give you the extra effort. You take care of them, show them that you care, and they will take care of you.

**Bad habit #3: Not ever sharing personal information—**Mary failed miserably at this, but what's worse, she had doubts about whether she wanted to work on it. This is the Big One, the one that will cause many of you, like Mary, to never achieve your full potential as a leader. Whatever the reason, you have difficulty revealing things about yourself. You act this way for two possible reasons:

- 1 If you reveal things about yourself, you will be taken advantage of
- 2 If you reveal things about yourself, you will not be able to be firm with people around performance issues.

Actually, the opposite is true. But more importantly, if you don't share with your employees, you will not be able to establish the best possible rapport with

them. It can't be a "one-way" street. I'm not suggesting that you share deep dark family secrets. Just loosen up and let them know you have a life too!

productivity? Is it micromanaging, poor rapport, poor listening, anger, or a multitude of others? Take a look in the mirror, or even better, ask your employees. You may be in for a surprise.

**Final thoughts**—What are your career limiting moves or annoying habits that affect others'

The preceding article was copied with permission from the NTMA July 2007 Record.

## It's Time to Resume Our Monthly Dinner Meetings

September 17<sup>th</sup> is the first monthly dinner meeting of the new meeting season, and we look forward to seeing longtime friends and associates again! We are very pleased to welcome our three 2007 scholarship award winners and recognize their academic efforts in preparing for manufacturing careers. In addition, Bob Kelly of Advanced Technologies will share with us some of the technology that is currently available for training in the machining industry.

### Advanced Technologies Consultants, Inc.

Advanced Technologies Consultants, Inc. was founded in 1964 as Close, Inc. Its founder, John Close, was an industrial arts instructor at Plymouth High School in Plymouth, Michigan. Back then, schools were not well-funded and the business of education did not provide the level of benefits, pay and respect that educators deserved. So, in the spring of that year, John went into business for himself. The new company would supply industry and education facilities with quality technical training equipment.

In 1989, John was joined full-time by his son, Thomas Close. Equipped with an Operations Research and Information Systems degree and a sharp business mind, Thomas was a natural in the business. The company was renamed Advanced Technologies Consultants, Inc., which more fully communicates its purpose and direction. Thomas spent several years working alongside his father and eventually assumed leadership of the company.

In the early 1990's, ATC was primarily focused on distributing Lab Volt products in Michigan, but its territory soon expanded to include the states of Indiana and Illinois. During the mid- to late 1990's, Thomas's staff and sales force grew proportionately as ATC's territory increased to cover Florida, Texas, and Oklahoma. The company currently encompasses the states of Indiana, Illinois, Michigan, Ohio, Oklahoma, Pennsylvania, Texas and West Virginia representing the leading manufacturers of technical training curriculum and equipment.

ATC's product line has expanded and kept pace with new and innovative products in order to better serve the educational market. Today, Advanced Technologies represents various companies that produce a wide range of Training Equipment and Curriculum as well as Design & Prototyping Software. Also, as before, Educational and Industrial Furniture is available for any application.

ATC has been recognized with numerous awards for curriculum development as well as outstanding service and sales awards. The company is very proud to have been named "Dealer of the Year" by such manufacturers as Lab Volt Systems, Inc., Greene Manufacturing, Inc., EMCO Maier, FANUC Robotics, NetOp Systems and AXYZ. Now, as the nation's leading distributor of technical training products, ATC still stands by its founding principle: *To provide quality curriculum and equipment at a reasonable price combined with free lifetime service.*

### Bob Kelly, Regional Sales Manager – Advanced Technologies Consultants, Inc.

Bob Kelly comes to ATC with an Associate of Applied Science degree in Mechanical Engineering and a comprehensive background in both industrial and educational sales. He was a product designer for five years, and then spent 18 years at EMCO Maier where he progressed in the company from Application Engineer to National Sales Manager. Bob also has served as national chairman of the CNC competition at SkillsUSA for three years running. He represents ATC in Ohio and his in-depth technical knowledge is an important resource for the whole team. Bob has a vibrant personality and thrives when he is interacting with customers. He is married and has two children. In his time off, Bob enjoys time outdoors, especially while boating or kayaking.



The TTMA is very proud to announce that our 2007 scholarship award winners will receive a total of \$4,000 toward their continuing education in the manufacturing discipline.

You'll get the opportunity to meet them at the September 17<sup>th</sup> monthly dinner meeting. Please join us in recognizing their commitment to higher education and manufacturing!

**Your September Meeting Registration was sent separately. Meeting registrations are due in the TTMA office by 5:00 p.m. on Thursday, 09/13/07.**



**Mailing Address:**  
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**OSU Study Shows Frequent Breaks Prevent Back Injuries**

Workers who lift for a living need to take longer or more frequent breaks to avoid back injuries, according to a study by the Ohio State University (OSU). The study also found that new employees need more frequent breaks than experienced workers do, and the risk of injury is higher at the end of a shift.

Participants included six people with at least one year of experience in a job that requires lifting, such as stocking store shelves, and four people who were considered novice lifters. They lifted boxes onto conveyor belts, while researchers measured the amount of oxygen reaching the muscles in their lower back. Participants worked for eight hours with a half hour lunch break and two 15-minute breaks—mid-morning and mid-afternoon.

In the study, one person would lift a box at waist height and set it on a chest-high conveyor belt, which simulated a typical shipping center. The box traveled on the belt to another person, who would lift and set it onto another conveyor belt. They lifted boxes that weighed 2, 11 and 26 pounds. The 26-pound box weighed less than half the amount workers are required to lift in some industries.

Even though participants were performing the same job at the same pace all day, their back muscles

needed more oxygen later in the day. The half-hour lunch break helped their muscles recover, but once they started working again, oxygen needs rose and kept rising throughout the afternoon. The two 15-minute breaks helped muscles recover, but not as much as the half-hour lunch.

The study, which was the first to examine muscle oxygenation over a full day, used lumbar monitors to measure spine movement, and oximeters to measure oxygen level in the muscles through the skin. During the first two hours of lifting, the oxygenation level gradually increased to 11% above resting level. During hours two to four, it rose to 13%. At lunch, it returned to resting level, but immediately rose to 11% as they began lifting again during hours four to six. In the last two hours of the day, oxygenation rose to 16% above resting level. The lumbar motion monitor showed that participants used their muscles differently as they became fatigued. Participants who had never lifted for a living let their muscles tense up during the study, which prevents proper blood flow. Their muscles also needed more oxygen than the experienced lifters. For more details, please see the Research News Releases section on the OSU website at [www.researchnews.osu.edu](http://www.researchnews.osu.edu).

**2007 WCU Schedule**

This fall, the Ohio Bureau of Workers' Compensation will again offer its Workers' Comp University (WCU) sessions throughout the state. Below are the 2007 WCU locations and dates. For more information and to register for a session, please visit [www.ohiobwc.com](http://www.ohiobwc.com)

<b>City</b>	<b>Date</b>	<b>Location</b>
Chillicothe	September 6	Christopher Conference Center
Akron	September 11	John S. Knight Center
Cleveland	September 13	Cleveland Convention Center
Columbus	September 18	Columbus Convention Center
Cincinnati	September 20	Duke Energy Center
Toledo	September 22	Seagate Convention Center
Dayton	October 3	Dayton Convention Center



## Federated Announces New HAZMAT Training Program

Many types of Business, including Machine Shop, are involved in shipping and receiving of hazardous materials in the course of their operations, either between their own locations or with other companies. The ability to safely transport hazardous materials can affect the stability of a business. Manufacturers and distributors are reluctant to provide materials identified as hazardous unless the people shipping and receiving these materials are adequately trained according to the Department of Transportation rules.

- Where can you find information for training employees about transporting hazardous materials?
- What does a business need to do before shipping hazardous materials?
- How do you develop a hazardous materials transportation security plan?

Although many resources are available, gathering specific information is often time-consuming. Federated Mutual Insurance Company has now consolidated information from many different areas into one risk management tool—an information-packed multi-media HAZMAT Training CD-ROM.

The CD includes group presentations, interactive individual modules, and tests with records of training completion. A companion booklet outlining all of the training requirements is also provided along with the CD.

Members insured with Federated can order the CD through their local Federated Marketers. Policyholders can also log in at [www.federatedinsurance.com](http://www.federatedinsurance.com) to request the CD, or call the Federated Insurance Field Services Department at 1-800-836-1760.

**The TTMA Welcomes New Member Morsco Machinery Service, Inc.!!**

Morsco Machinery Service repairs and maintains presses, fabricating, and other industrial equipment. They have also acquired the effective Flexopress™ line whose reputation for the ability to extend the life of die sets is becoming well-known in industry. For more information about Morsco, please visit their website at [www.morscoinc.com](http://www.morscoinc.com).

We look forward to meeting the president, Gary Morgan or the General Manager, Rob Young, at a future TTMA monthly meeting.

# Human Resources Recruitment Lists

## Six Actions to Improve Your Human Relations Performance

The six suggestions on the “To Do” list that follows are based on common sense and are relatively easy to implement. And when executed properly, they can have a strong impact on your effectiveness.

- 1 Make sure employees get feedback on a regular basis**—Once-a-year evaluations are not enough. Employees should receive regular input from their supervisors. These discussions should typically focus on day-to-day performance objectives rather than dwelling on past mistakes or failures. This approach requires supervisors to observe and evaluate their employees regularly and to work closely with targeted individuals, as needed. In addition, make sure your managers give positive feedback for a job well done.
- 2 Terminate poorly performing or disruptive employees**—This advice is an obvious companion to the first suggestion. However, many managers are unwilling to terminate an employee even when the action is justified. The most common reasons are fear of being sued and reluctance to confront. If you allow a poor performing or disruptive employee to continue working, productivity and efficiency will suffer and discontent will spread. You can limit the possibility of legal claims and be more comfortable with the decision by following your published disciplinary process and completing all documentation before you terminate.
- 3 Pay overtime, even when you do not think it was properly authorized**—One of the surest ways to provoke a wage and hour claim is to fail to pay employees properly for overtime that they have worked. According to Department of Labor (DOL) regulations. If you are aware that an employee is working more time than is scheduled, you must compensate the employee, even if you did not specifically request the additional work.
- 4 Treat your exempt employees as you want to be treated**—Most employers expect their exempt employees (those exempt from the overtime provisions of the Fair Labor Standards Act) (FLSA) to work as long as it takes “to get the job done.” Yet, some of these same employers require those same exempt employees to use hours of paid vacation or sick time every time they leave early to take care of personal business. Exempt employees will resent being required to use paid leave for every partial-day of absences if they regularly work more than 40 hours per week. If your concern is that your exempt employees may abuse their status by regularly leaving early or coming in late, address those issues on an individual basis. For example, discipline exempt employees who do not complete their work or are not available when needed. In other words, do not penalize all of your exempt employees just because of the abuses of a few.
- 5 Make sure you designate leave appropriately under the FMLA**—The single biggest compliance mistake most employers make under the Family and Medical Leave Act (FMLA) is their failure to notify an employee that a leave is specifically covered by the FMLA. When this failure occurs, you cannot count the time off against the employee’s 12-week FMLA allotment until proper notification is given. As a result, the employee still enjoys the protections of the law, including continuation of health care coverage and reinstatement, but does not draw down the 12 weeks of protected FMLA leave until notice is given.
- 6 Review your HR policies and procedures**—Clearly written policies that are regularly reviewed can be both an effective employee relations tool and a good defense against employee’s lawsuits. Make sure that your policies reflect any new laws, regulations, and court cases that can affect both policy language and how you implement the policies.

**2007 TTMA Calendar of Scheduled Events**

- September 17, 2007      **Bob Kelly, Advanced Technologies – Advanced Technologies and Introduction of 2007 Scholarship Award Winners**
- 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      **To Be Determined**

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

**4554 Lake Forest Drive  
Cincinnati, OH  
513/981-3763**

**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.***