



Council of Industry Newsletter

June 2013
Volume 17
Issue 6

Manufacturing Champions Honored at Award Breakfast

The Council of Industry's annual Manufacturing Champion Awards Breakfast was held on May 23rd, at the Powelton Club in Newburgh, NY, honoring individuals and organizations from both the public and private sector, who through vision, dedication, hard work and tireless involvement have helped to overcome some of the many obstacles faced by manufacturers in the Hudson Valley community and in so doing they have made it possible for manufacturers and their employees to prosper. This year's award winners were **Jim King, IBM Integrated Supply Chain, Global Execution Planning and Inventory Manager; Ulster County Executive Michael Hein; and the SUNY New Paltz School of Business.**



The 2013 Manufacturing Champions: President of SUNY New Paltz Don Christian, Dean of The School of Business Hadi Salavitarbar, Ulster County Executive Mike Hein, Jim King, IBM Integrated Supply Chain, Global Execution Planning and Inventory Manager.

Council of Industry Executive Vice President Harold King kicked the event off highlighting the five characteristics of successful manufacturers; passion at the starting point; excellence in execution; innovation; focus; and persistence. The Council of Industry is proud to recognize the individuals and organizations that exhibit these characteristics and keep manufacturing going strong here in the Hudson Valley. More than 130 manufacturers and their associates were in attendance at the breakfast.

Private Sector Champion Jim King has over 30 years of manufacturing experience, including leadership roles across the diverse Supply Chain and most recently managed the Poughkeepsie Manufacturing Operations team. When accepting his award Jim explained "To be a good leader you have to have a great team and that is what I have." King was born and raised in Orange County and graduated from Orange County Community College with an Applied Science degree in Electric Technology. Jim Joined IBM in 1981 and for the last 32 years has worked on everything from Memory cards to Mainframe servers. Over the past ten years he has focused on increasing skills within manufacturing especially in the area of LEAN skills. Under King's leadership, the Poughkeepsie facility has successfully adapted to become competitive in the global landscape (in terms of cost, quality and delivery metrics) so much so that IBM is relocating manufacturing from Rochester, Minnesota.

Public Sector Champion Michael Hein has worked hard to reduce the cost of government while making it more effective and responsive to its citizens. In accepting his award the County Executive said, "I greatly appreciate this recognition from the Council of Industries but the real appreciation is to our local manufacturers who compete in a global economy but choose the Hudson Valley for our quality of life. I will continue to make workforce development and business assistance to manufacturers a priority of my Administration." In his first four years in the Office of the County Executive, Mike Hein has proved to be a huge supporter of manufacturing.

Inside this Issue

2	Training & Education
3	Networks & Council News
4	Personnel Matters
5	More Personnel Matters
6	Legislative Matters
7	Healthcare Reform Matters
8	EHS Matters
9	CI Calendar
10	Manufacturing Matters
12	Financial Matters
13	Member Benefits
13	Consumer Price Index

Continued on Page 13



Training and Education

Import/Export Masters Method Harmonized Tariff Schedule Training

When: July 1 & 2, 8:30 am — 4pm

Where: Alcoa Fastening Systems, Kingston, NY

Instructor: Presented by Zisser

Cost: \$ 400 per person

To Register: online at http://www.councilofindustry.org/training/category_courses.html#importexport or email training@councilofindustry.org to register or call (845) 565-1355.



The training agenda will cover the following topics:

- Early Trigger Rules: Learn to quickly identify and apply the four Early Trigger Rules that apply at the beginning of the classification process, including finished goods, parts, sets, incomplete unfinished and packaging.
- HTS Location & Framework: Learn how to quickly locate virtually any product in the 97 Chapters of the HTS.
- Section & Chapter Notes “Made Easy”: Learn how to quickly understand and apply all Section and Chapter notes with five simple strategies.
- HTS Coding: Learn the secrets to HTS number sequencing and positioning that you will never forget, including our exclusive “indent to indent” and our “apples to apples” rule
- Decoding the Language of the HTS: Learn how to quickly understand and apply the 20 most common and complex phrases and terms of the HTS, and the three types of attributes.
- Classification of “Simple Items”: Learn how to quickly and accurately classify those products named-by-name.
- Complex Classifications: Learn how to spot, research and classify complex classifications. Learn the 13 most important legal resources and how they can help support virtually any HTS classification, including how to navigate and use CROSS.
- Binding Ruling Requests: Learn how to identify the need for a binding ruling and how to prepare a winning Ruling request.
- Defender Tool: Learn how to quickly document and defend any HTS classification, using both the Masters Method Defender Tool and the automated defender tool, “Classification Master” to consistently store and maintain all your HTS classifications.

The training will include the following hand-out materials:

- Masters Method 8 Step Process Flow
- Masters Method EO Parts List
- Training program workbook covering key concepts and for use in taking notes
- HTS Classification Training Resource Book for use in completing numerous classification exercises (for training purposes only)

or more information contact the Council of Industry at (845) 565-1355 or training@councilofindustry.org. Register online at: http://www.councilofindustry.org/training/category_courses.html#importexport

There is Still Time to Sign Up for Lean Six Sigma Yellowbelt Training

Dates: June 25, 26, 27, 2013 **Time:** 9:00 am - 4:30 pm

Location: Business Resource Center, Kingston, NY

Cost: \$380 per person* **Instructors:** Vinnie Buonomo and Dr. Don Baker, RIT

*Groups with a minimum of 3 people from a company are required for this training.

To register online go to http://www.councilofindustry.org/training/category_courses.html#Leansixsigmayellow or email training@councilofindustry.org or call (845) 565-1355.

HV SHRED, INC.
ONSITE DOCUMENT SHREDDING SERVICE
 845.705.7279
www.hvshred.com



Council News

Senior Executive Network Meeting: Strategic Supply Chain Management

When: June 14th, 8 - 10 am

Where: Clarkson University's Beacon Institute, Beacon, NY

Speaker: Dr. Farzad Mahmoodi

Cost: Free, but advance registration is required

To Register: Email Alison Butler at abutler@councilofindustry.org or call (845) 565-1355.

The Council of Industry is pleased to partner with Clarkson University to present a discussion on Strategic Supply Chain Management by **Farzad Mahmoodi, Ph.D.** - the Joel Goldschein Professor of Supply Chain Management, and Director of the Supply Chain Management Program at Clarkson University. Dr Mahmoodi has worked with many manufacturers, large and small, to develop strategic relationships between both suppliers and customers.

Dr. Mahmoodi will discuss:

- Relevance & Complexity of Supply Chain Management
- "Best in Class" in Supply Chain Management
- The Zone of Strategic Fit
- Change in Supply Chain Strategy Over a Product Life Cycle
- Typical Dilemma Faced by Supply Chain Professionals
- Principles of Strategic Supply Chain Management
- The Global Supply Chain Management Program at Clarkson
- Emerging Trends

The program will be June 14th at Clarkson's Beacon Institute on the Hudson River in Beacon. There is no cost to attend, but advance registration is required.

Follow this link to see Dr. Mahmoodi's profile <http://www.clarkson.edu/business/faculty/mahmoodi.html>

Mark Your Calendars! August 26th is The Council of Industry Golf Outing

When: Monday, Aug 26th, 11:30 Lunch, 12:30 shotgun start

Where: The Powelton Club, Newburgh, NY

Cost: \$165 per person, \$600 for a foursome



The Council of Industry will hold its Annual Golf Outing on Monday, August 26th at the Powelton Club in Newburgh. The Powelton is a beautiful course conveniently located just off of Route 9W in Newburgh, NY. Last year's event drew over 60 golfers from manufacturing firms throughout the Hudson Valley. Even with a brief rain storm it was still one of the best events of the year.

Registration and lunch will begin at 11:30 followed by a shotgun start at 12:30. Cocktails and a light dinner will follow at approximately 5:00 p.m.

The \$165 fee (\$600 per foursome) includes: lunch, golf, cart, cocktails, hors d'oeuvres, dinner, prizes and giveaways. Follow this link to register:

A variety of sponsorships are available. Sponsors help make this event possible and one of the most enjoyable of the golfing season. Please support the Council of Industry and Hudson Valley manufacturing by becoming a sponsor. Follow this link for more info: <http://www.councilofindustry.org/events.html>

To register contact Alison Butler at abutler@councilofindustry.org or call (845) 565-1355.

Welcome New Associate Members:

Mid-Hudson Chapter of APICS - APICS is The Association for Operations Management and is the global leader and premier source of the body of knowledge in operations management, including production, inventory, supply chain, materials management, purchasing, and logistics. Contact: Jon Capron.

New Paltz Regional Chamber of Commerce - The New Paltz Regional Chamber of Commerce is a full service, year-round Chamber with full time staff serving the needs of Chamber members, area residents and visitors to our region. Contact: Michael Smith.

Personnel Matters

To streamline employer access to 60,000 unemployed National Guard members, the National Guard asked Center for America to create the non-profit American Jobs for America's Heroes (AJAH) campaign.

New Resources Help Fulfill HR Needs for Military Hiring

From IMA Update and SHRM

While the nightly news continues to report on the employment challenges faced by veterans and members of the National Guard and Reserve, several new and helpful resources have been created for employers. These resources address the main issues identified by HR professionals as obstacles to hiring individuals who are transitioning out of the military.

Resources addressing concerns about post-traumatic stress and other injuries

Using SHRM survey data, the U.S. Army Warrior Transition Command created an employer toolkit and ten minute video and supporting materials to knock down hurdles that SHRM research identified as possible impediments to success including:

- Misperceptions about PTSD and what it means in the workplace;
- Misperceptions about the cost of accommodations for wounded veterans; and
- Difficulty translating military skills into civilian jobs.



The U.S. Army's goal is to encourage discussion about veteran injuries and answer any questions that HR executives may have so they, in turn, can better educate managers and others that may have concerns. The resources are available online: <http://www.wtc.army.mil/employers/index.html>.

Resources addressing where to find qualified job candidates

HR professionals often cite difficulty finding job-seekers with the right skill set as an obstacle to hiring employees with a military background. To streamline employer access to 60,000 unemployed National Guard members, the National Guard asked Center for America to create the nonprofit American Jobs for America's Heroes (AJAH) campaign.

This free service enables employers to post jobs at no cost for direct access by hundreds of state National Guard employment counselors who actively match job candidates with the employer's job requirements. Employers receive tailored help in screening candidates and understanding how military training and experience relates to the job requirements. Read more about this free direct placement service and how to participate at www.CenterForAmerica.org/pledge/ng/ajah_mm.html.

This service complements Heroes 2 Hired, a job board and information center created by the Department of Defense and Employer Support for the Guard and Reserve, available at www.H2H.jobs.

U.S. Veteran's Affairs Veterans Employment Toolkit

The U.S. Department of Veterans Affairs also recently revamped its information for employers and HR professionals. The newly-organized resource is available at <http://www.va.gov/vetsinworkplace/> and features an employer toolkit, resource directory, and helpful information about military culture and experience.

These new tools provide key information for HR seeking to build a diverse talent pool that includes the talents of veterans, Guard and Reservists.



MID-HUDSON WORKSHOP
For The Disabled, Inc. A 501(c)3

OUTSOURCING SERVICES
Assembly, Fabrication, Fulfillment, Packaging, & More

188 Washington Street
Poughkeepsie, New York 12601
midhudsonworkshop.org

BILL DELTOSTA
Director of Sales & Marketing
bill@midhudsonworkshop.org

OFFICE: (845) 471-3820
CELL: (845) 656-4229
FAX: (845) 452-3407

SINCE 1948



More Personnel Matters

Employment Related Services - What Can They Do For You?

By Dean Domenico, Ethan Allen Personnel, a Council of Industry Associate Member

Today, more than ever before, people are at the heart of successful manufacturing operations. People with the right mix of skills, education, experience and drive - matched with the right job, are the key to sustained productivity, innovation and profitability. Nowhere is this more true than in the Hudson Valley. With this fact in mind the Council of Industry has selected Ethan Allen Personnel Group as its preferred provider of employment related services. We are pleased and proud to have been chosen and look forward to providing services to Council member firms that will help you employ the best available people to grow your business.

Just what are "employment related services" and how can they be used effectively and what are some pitfalls to avoid? Below are some of the most common services offered and some advice on how best to utilize them.

Recruitment

One of the most commonly used recruitment services is direct placement. When using this service, the client company provides a detailed job description to the recruiting firm who then recruits, interviews, screens, and presents the very best candidates available. The recruiter navigates through data, referrals, and direct contacts to identify top candidates. This process will reveal candidates typically not available through traditional sources, such as passive job seekers or potential candidates that were not aware of new opportunities in the marketplace. The fee is contingent and is only due when a candidate referred by the recruiting firm is hired.

Working with a recruiter saves a company's internal staff time and brings qualified candidates forward quickly. It is the recruiter's responsibility to guide the client and top tier candidates through the exploratory stage, assist in negotiation to mutual agreement and placement. This confidential service requires close communication with the hiring source.

Direct placement services are best used to identify top talent or hard to find skills. When using direct placement services it is important to have a clear job description and realistic expectations.



Staffing

A staffing agency maintains a workforce by continuously recruiting employees with the skills needed by its customers. When a client company has a need for a worker they place an order and the staffing agency assigns an employee to the client's worksite. A client company may or may not choose to interview depending on the client's need and their relationship with the staffing agency.

Using a staffing agency allows a company to gain immediate access to pre-qualified candidates without the expense of recruiting. A client company can maintain work force flexibility by using staffing agency employees to cover variable needs such as temporary spikes in workflow, short term projects, and vacation coverage. Recruiting and turnover costs can be reduced by using temp to hire services which allow an employer to observe the work performance of a potential employee before making a long-term commitment.

To ensure the productivity of staffing agencies employees, it is important for the client company to train them on relevant safety procedures, have their job clearly defined, monitor their performance, and communicate closely with the staffing agency. Employees who work out well should be hired directly as soon as it makes sense and those that are not a fit should be immediately counseled or replaced.

Continued on
page 15

A client company can maintain work force flexibility by using staffing agency employees to cover variable needs such as temporary spikes in workflow, short term projects, and vacation coverage.

We make doing business easier - just ask US!

Our Payroll Services are designed to ease the stress of running a business.

**Payroll Processing • Small Business Tax Returns
Bookkeeping Services**

Ulster Savings

You've got US!

Banking • Loans • Investments • Tax & Payroll • Insurance

MEMBER
FDIC

Investment, Tax, Payroll and Insurance products and services available through Ulster Insurance Services, Inc. and Ulster Financial Group, Inc., subsidiaries of Ulster Savings Bank, are NOT FDIC INSURED.

MEMBER
LENDER

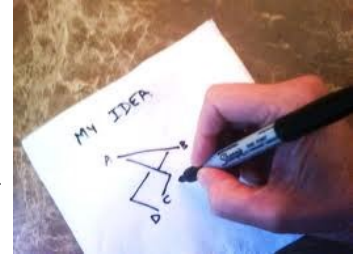
Legislative Matters

Patent Filing Strategies Under the AIA

By Jeremy P. Oczeck, BSK – IP & Technology Newsletter, Bond, Schoeneck & King PLLC is a Council of Industry associate member

Patents will now be awarded to the applicant who was first to file a patent application, as opposed to the applicant who invented first, thereby putting increased pressure to draft and file applications as quickly as possible.

The last phase of the America Invents Act (AIA) went into effect on March 16, 2013, and as a result, the U.S. is now a “first-to-file” patent system. Under the previous system, the first person to invent and file for a patent was entitled to the patent, even if a person who invented the technology later filed a patent application first. However, under the new U.S. patent system, the first person to file for a patent will be entitled to the patent. Transitioning to the “first-to-file” system was intended to align the U.S. with all other industrialized countries. This was one of the most significant changes to U.S. patent law in recent history. Because of this fundamental change, companies and organization may wish to consider the following strategies for securing patents under the first-to-file system:



1) Implement a Systematic Patent Program

With the change to the first-to-file system now in place, there is increased pressure to draft and file patent applications as quickly as possible, while still maintaining a high degree of quality. To adjust for this change, corporations and organizations will greatly benefit by having in place a systematic patent program. Such a program should include regular meetings (e.g., monthly, quarterly) where engineers, developers, and business managers, along with patent lawyers, analyze invention disclosures and decide whether to file for patents on the technology being developed internally. As part of the program, incentives for employees may be considered for the timely submission of invention disclosures. Companies and organizations that have a systematic patent program in place will be best positioned for the first-to-file system.

2) File Multiple Provisional Applications

Under the first-to-file system, delays in filing could be detrimental to a company’s or organization’s patent rights. Therefore, a filing strategy that should be considered under the first-to-file system is the strategy of filing multiple provisional applications over the course of the “provisional year.”

A provisional patent application filing is a kind of filing designed to allow inventors to get their new inventions on file with the U.S. Patent Office quickly, while allowing some time to decide whether a full utility application, and its corresponding costs and fees, are warranted. By filing multiple provisional applications during the provisional year, the inventive concepts will be on file as early in time as possible. Then, as the provisional year is drawing to a close, all of the provisional applications could be combined into a single utility patent application.

Final Thoughts

The conversion from a “first-to-invent” to a “first-to file” system is one of the most significant changes to U.S. patent law in recent history. Patents will now be awarded to the applicant who was first to file a patent application, as opposed to the applicant who invented first, thereby putting increased pressure to draft and file applications as quickly as possible. As such, companies and organizations will need to strategically plan ahead under this new regime.

Mr. Oczeck is a Partner in Bond’s Intellectual Property & Technology Group. His practice is focused on intellectual property litigation, portfolio development, counseling, and strategic advice, working with clients nationwide. IP & TECHNOLOGY NEWSLETTER SPRING 2013



**Environmental • Structural • Electrical
Mechanical • Architectural Design**

Contact: Glenn Gidaly, AICP, Associate • (845) 391-8360
ggidaly@bartonandloguidice.com
www.bartonandloguidice.com



Healthcare Reform Matters

EEOC Meeting Explores Wellness Programs' Evolution

From ohsonline.com



As safety and HR professionals know, they're an increasingly common feature of employee benefits programs. The board's experts believe employers need guidance to avoid violating anti-discrimination laws.

The Equal Employment Opportunity Commission held a meeting May 8 to examine the use and potential misuse of employee wellness programs. Experts who participated said U.S. employers need guidance to avoid violating anti-discrimination laws, according to the board's news release about the meeting.

"We appreciate the valuable insights and diverse perspectives provided by today's panelists," said EEOC Chair Jacqueline A. Berrien. "There has been broad, bipartisan support for the expanded use of wellness programs to re-

duce health insurance and health care costs, but today's meeting underscored the importance of insuring that those programs are designed and implemented in a manner that is consistent with federal equal employment opportunity laws."

"As wellness programs become more prevalent, fostered in part by the signature health care initiative of the administration, we can be certain that their use will present more questions with respect to the federal laws we enforce," Commissioner Victoria A. Lipnic added. "I believe we have a responsibility where possible to let stakeholders know the commission's position on these important questions."

Karen Pollitz of the Kaiser Family Foundation reports 94 percent of employers with more than 200 workers and 63 percent of smaller ones offer some kind of wellness program; many of them offer some sort of financial incentive for participation, ranging from gift cards to higher employer contributions for insurance premiums, or penalties such as surcharges to employees for health insurance.

EEOC Acting Associate Legal Counsel Christopher Kuczynski told the commissioners that the most common intersection of these programs with the laws EEOC enforces occurs when the programs require medical exams or ask disability-related questions, both of which would ordinarily give rise to a violation of the Americans with Disabilities Act. He said while the ADA allows employers to ask for medical information in connection with voluntary wellness programs, the commission should further clarify the meaning of "voluntary." In addition, some panelists at the meeting said EEOC's regulations under the Genetic Information Nondiscrimination Act, which bars acquiring genetic information, including family medical history, should provide guidance on whether spouses of employees may be asked for health information in the context of wellness programs.

A representative of the Consortium of Citizens with Disabilities, Jennifer Mathis, warned against using penalties or financial incentives for participation in wellness programs. She cited the high rate of unemployment for people with disabilities and said the consortium "is concerned that employer-based health programs, which penalize people with disabilities for not being as 'well' as others and for failing to disclose disability-related information the ADA permits them to keep confidential, make it even more difficult for individuals with disabilities to obtain employment on fair and equal terms."

"There has been broad, bipartisan support for the expanded use of wellness programs to reduce health insurance and health care costs, but today's meeting underscored the importance of insuring that those programs are designed and implemented in a manner that is consistent with federal equal employment opportunity laws."



RIVERSIDE BANK
member FDIC

Where your business matters!

<p>Poughkeepsie 845-454-5511</p> <p>Red Oaks Mill 845-463-2265</p>	<p>Newburgh 845-562-6766</p> <p>Fishkill 845-896-9300</p>
--	---

www.riversidebankhv.com

EHS Matters

"A business owner needs to think of their employee's as a sports team. The employees are the athletes," says Todd Martin, Emergency One COO.

Preventative Measures to Keep Employees Healthy

From The Emergency One Blog, a Council of Industry associate member

Get the Jump on Worksite Injuries and Illnesses

Worksite injuries and employee illnesses are as common to business owners as taxes and budgets. If you are looking for ways to reduce healthcare costs in your company, here's a tip that may surprise you.



Many times, employees suffer aches, pains and injuries within the first few months of employment. The new tasks or repetitive activities that they undergo after starting a new job may lead to minor aches and pains. This condition is no different from what you might experience as a weekend warrior. Most of the time, we ignore the symptoms and continue with our fun.

Here's where communication with your employees can begin to save you tons of money over time. With your new hires, encourage them to report any aches and pains, especially in the first few months. This will let you examine working conditions and have a proactive approach to your employee's health.

With this added attention to your employee, you can boost productivity and employee morale. It may cost you a little bit more in the beginning, but you'll be saving hundreds of thousands in insurance claims down the road. In addition to reduced healthcare bills, your company can experience:

1. Decreased Absenteeism
2. Fewer Workers Comp Claims
3. Prevention and early Intervention
4. Improved Employee Morale

"A business owner needs to think of their employee's as a sports team. The employees are the athletes," says Todd Martin, Emergency One COO. "An employer needs to keep their employee on the field (working) throughout the season. That takes a little prevention and treatment of minor problems before they become an absenteeism problem."

Five Components of a Drug-Free Workplace

Employers are always looking for ways to demonstrate their commitment to health and safety. A drug-free workplace will not only improve work conditions, it may reduce legal costs, minimize insurance premiums, and allow your business to qualify for grants and government contracts.

In order to maintain a drug-free workplace, five components should be in place:

1. A Written Policy
2. Supervisor Education
3. Employee Training
4. Employee Assistance Program (EAP)
5. Drug and Alcohol Testing

According to a 2011 National Drug Intelligence Center report, marijuana is the number one prevalent illicit drug occurrence, followed closely by prescription drug misuse. This is not an isolated problem for the out-of-work or recovery addicts, the National Survey on Drug Use and Health found that 75% of illicit drug users have jobs.

If you haven't implemented a drug-free workplace, Emergency One can lead you through the process. Our new eScreen drug testing program can deliver negative results in 15 minutes. Our support doesn't stop there, we offer a variety of Employee Assistance Programs, big or small, customized to meet your company's needs. Contact us at 845.338.5600 and we will work with you to find the right situation for your company. Your drug-free workplace program does not have to be one built on punitive measures. Adopting a wellness based alcohol and drug-abuse prevention program may help your employees understand that as an employer, you care about their health and safety. In the end, you will achieve increased employee loyalty, lower costs, and increased production.

To keep your team working, spend a little on the front end and with the help of professionals like Emergency One, you can reduce costs, decrease absenteeism and improve employee morale.

Manufacturing Job Opportunities

If you have job openings and positions to fill:

- Post it on the Council of Industry Website www.councilofindustry.org
- Look at resumes from our member recommended **For Hire** page

Contact Alison at abutler@councilofindustry.org for more info.



CI Calendar of Training and Events

June 4	Materials Science -6/4- 10:00 am - 4:30 pm (includes 30 mins for lunch), 6/11 & 6/18- 10:00 am- 3:30 pm at Westchester Community College, Technology Building, Room T-148. Cost: \$105 Single participant - \$95 each two or more from the same company.
June 5	Reading and Understanding Blueprints — 8:30—3:30 at SUNY Orange, Newburgh Campus, Tower Building Room 309. Cost \$55 per person or \$50 each for two or more from the same company.
June 6	Tour of Newburgh Free Academy’s Vocational Education Program - 8:00 – 9:30 am at NFA, 201 Fullerton Ave., Newburgh, NY. Open to anyone interested, no cost to attend. Please register via email to Harold King at hking@councilofindustry.org .
June 14	Senior Executive Network Meeting: Strategic Supply Chain Management – 8:00 am – 10:00 am at Clarkson University’s Beacon Institute, Beacon, NY. Speaker : Dr. Farzad Mahmoodi. No cost to attend for Members. To register email Alison Butler at abutler@councilofindustry.org or call (8450 565-1355).
June 25, 26, 27	Lean Six Sigma Yellowbelt Training — 9:00 am—4:30 pm at the Business Resource Center in Kingston, NY. \$380 per person, companies must have groups of at least 3 people attending.
July 1,2	Import/Export Harmonized Tariff Schedule Training - am – pm at Alcoa Fastening Systems, Kingston, NY. Presented by Zisser. Cost: \$ per person
Aug 26	Council of Industry Golf Outing — 11:30 Lunch, 12;30 Shotgun start at the Powelton Club, Newburgh, NY. Cost \$165 per person or \$600 for a foursome.

You can find more information on the courses and events listed in our calendar by going to our website— www.councilofindustry.org or if you are reading our electronic version just press Ctrl and click the course title.



Scott Lemmerman CIC
Business Products Specialist
Commercial • 401(k) Plans • Group • Life

scott.lemmerman@sentry.com
3 Cedar Lane
Gansevoort, NY 12831
Primary: 518-932-9895
Fax: 518-792-8674

Customer Service: 1-877-373-6879 • Claims: 1-800-739-3344



DAVID L. LANDESMAN
PRESIDENT

DUSO CHEMICAL COMPANY, INC.

26 VAN KLEEK DRIVE
POUGHKEEPSIE, NY 12601
TEL 845-454-6500
FAX 845-454-0188

info@dusochemical.com

Manufacturing Matters

ROI for training comes not from an increase in awareness but from consistent, practical application of new and innovative ideas in the workplace.

The Secret to Making Change Stick

By Grant Lewis, Executive Coach

For Have you ever wondered why companies spend so much time and energy on training, yet real, positive change is so rare? Why does so much professional development seem like a waste of time?

Competitive companies remain sharp by constantly innovating and improving, and investing in their greatest asset – their people. They expose employees to the latest technologies and thinking in their field. And they train them to be better managers and leaders.

But how is a CEO to know if she or he is getting the right return-on-investment in staff development?

Most of the training opportunities available to employees are group sessions designed to provide loads of information in a short period of time. These offerings are great for gathering information on the latest technologies and skills, and building your intellectual base.

But when employees leave the session, they have to put their new knowledge to practical use. It's here that things tend to fall apart.

Consider this scenario. John attends a wonderful session on leadership. He comes back all pumped up about the new skills he just learned. The first day back he is met with 100 emails, 50 face-to-face questions, a pile of mail and maybe a new project deadline. This is real life. Within 2 to 3 weeks of the "same grind" his enthusiasm about the new skills wanes and never gets put to use.

Practical application requires a change in a process, approach or thinking. In these short sessions we are not taught how to apply the information and attain long-lasting change.

ROI for training comes not from an increase in awareness but from consistent, practical application of new and innovative ideas in the workplace.

We know this change can be difficult. It requires commitment, focused discipline and often stepping outside of our comfort zones. Real change occurs over time.

The key to making change stick is following a process. And change will only occur only when people around you change their perception of you.

Studies show that stakeholders and monthly follow-up increases the success of change. The most revealing to me was conducted by Marshall Goldsmith, one of the world's most well respected leadership thinkers and consultant to over 200 of the CEOs listed on the Forbes 500 list.

Marshall and his colleagues conducted a study with 8 major national multi-national companies and 8,000 managers who had attended some type of leadership training. The increased effectiveness was not measured by the manager; instead it was measured by preselected coworkers and stakeholders. Stakeholders can provide important and insightful suggestions for change that can help individuals become more effective on the job.

Coworkers were asked to measure the increase in effectiveness based on the amount managers asked for input and followed-up on his or her results.



ENHANCING

the future of our communities

THE
Chazen
COMPANIES®
Proud to be Employee Owned

*Providing Engineering, Land Surveying,
Landscape Architecture, Planning and
Environmental Solutions.*

Hudson Valley - Capital Region - North Country

888-539-9073

www.chazenccompanies.com

Continued on next page

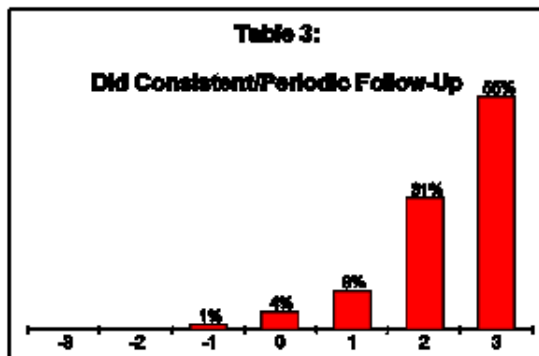
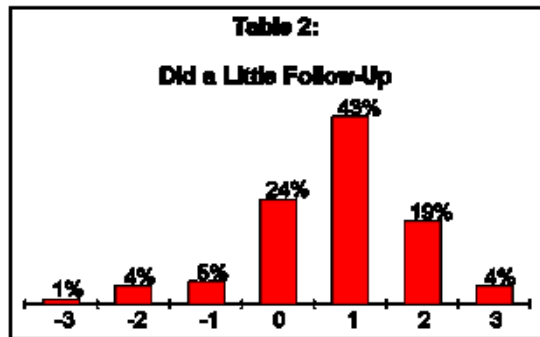
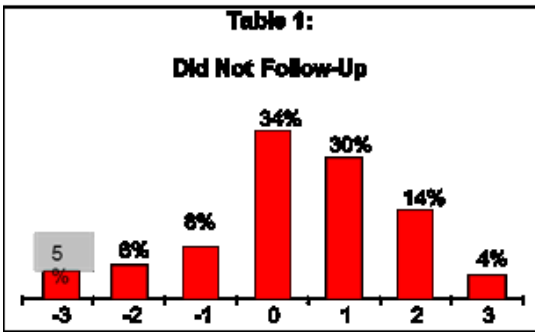


Mini surveys were distributed to the coworkers/stakeholders after 5 and 11 months. Over 86,000 surveys were collected.

The results clearly showed that consistent follow-up yielded huge improvements in effectiveness. No follow-up yielded zero improvement in effectiveness. (See graphs)

So the secret to real, long lasting improvement? Short term training sessions, coupled with a follow-up process to ensure application of new skills.

Graphs below show improvement in leader's behavior over a period of 11 months of follow-up. Information was developed when each of the 86,000 participants (stakeholders) were asked through the use of an independently conducted Mini-Survey "have you seen improvement in your leaders behavior". Improvement was measured from -1 to +3. Also, each survey recipient was asked to categorize the amount of follow-up that took place during the period. Results show improvement as it is related to the amount of follow-up that was conducted. The greater the follow-up the greater the improvement was experienced.



Organizations spend almost all of their executive development resources (time and money) on (intellectual) learning but little on follow-through to measure how actual growth has been realized as perceived by stakeholders.

So the secret to real, long lasting improvement? Short term training sessions, coupled with a follow-up process to ensure application of new skills.

What's your follow-through plan?

(See detailed results in an article written by Marshall Goldsmith and Howard Morgan entitled "Leadership Is a Contact Sport...The Follow-up Factor" for a copy email me at grlcoach@aol.com)

HRinfo4U

- Virtual Human Resources
- HR Outsourcing
- Talent Acquisition
- HR Planning & Forecasting
- Organizational Effect

Greg Chartier, Ph.D., SPHR

Post Office Box 04
Maryknoll, NY 10545

914.548.1689
914.941.1667 fax

greg@HRinfo4U.com
www.HRinfo4U.com

Financial Matters

"Manufacturers' goal is to secure a tax climate that encourages competitiveness and economic growth and that benefits all businesses and families in the United States," said Dorothy Coleman, National Association of Manufacturers (NAM) vice president of tax and domestic economic policy.

A Taxing Relationship

From The National Association of Manufacturers, NAM.org

In 2012, manufacturers contributed \$1.87 trillion to the economy, up from \$1.73 trillion in 2011. In addition, manufacturing supports an estimated 17.2 million jobs in the United States—about one in six private-sector jobs. In return, manufacturers are subject to a complicated, antiquated and uncompetitive tax system that includes high statutory tax rates. This imbalance is not exactly an incentive to expand operations in this country. Instead, it makes the case for tax reform.



A recent media report suggested that some manufacturers are not paying their fair share in taxes. In fact, they are paying more. Even the effective corporate tax rate of 27 percent is higher than our competitors in other countries. Dorothy Coleman, National Association of Manufacturers (NAM) vice president of tax and domestic economic policy, took to our Shopfloor blog to defend manufacturers from inaccurate claims. "Manufacturers' goal is to secure a tax climate that encourages competitiveness and economic growth and that benefits all businesses and families in the United States," she said.

The only way to achieve that goal is through comprehensive tax reform. The NAM has outlined five benchmarks:

- A 25 percent or lower tax rate,
- An expanded research and development (R&D) tax credit,
- A move to a territorial tax system,
- A strong capital cost recovery system
- Permanent lower rates for small manufacturers.

Although we have set the bar high, we believe that lawmakers should at the very least operate within our framework.

We made our positions clear last month when we filed comments to six of the 11 bipartisan, issue-specific working groups created in February by the House Ways and Means Committee, which has jurisdiction over tax legislation. Chairman Dave Camp (R-MI) intends to bring a comprehensive tax reform bill before the committee this year, and we have no reason to doubt his resolve.

Despite heavy tax burdens, U.S. production lines manned by our nation's workers continue to roll out some of the most innovative products in the world. The NAM is proud of the contributions our member companies make to the economy. We should be creating opportunities, not challenges, for manufacturers.

For more information, contact Dorothy Coleman at dcoleman@nam.org.



Recently, we reduced one client's waste disposal cost by 50%.
What can we do for you?

TOPS ENGINEERING
We take the waste out of your process.

30 Algonquin Drive, Newburgh, NY 12550
845-728-1769 • www.topsengineering.com



Member Benefits

Employment Services Available to CI Members

People are the key to success of each and every one of our member firms. The right employee working the right job at the right time is essential to success. With this fact in mind the Council of Industry is pleased to announce the Ethan Allen Personnel Group has been named our preferred provider of employment related services to CI members.



Locally owned and operated Ethan Allen Personnel is the largest full service agency in the region. They offer a full range of employment solutions including: temporary staffing, direct placement and professional employment services. Ethan Allen has the capacity and flexibility to provide the HR, staffing, and recruiting solutions to meet any Council of Industry member's needs.

As our preferred provider Ethan Allen will provide discounts to Council members on all their services including temporary workers and staffing solutions. Details of these discounts can be found on the Council's website www.councilofindustry.org under Member Discount Programs - Employment Services.

Ethan Allen Personnel is three firms in one:

Ethan Allen Recruitment—Ethan Allen Recruitment is the Professional Placement Division of Ethan Allen Personnel. Nationally recognized, our extensive regional and national contacts ensure the right candidate for your professional opening — or the right employer for your skills and background.

Ethan Allen Staffing -Ethan Allen Staffing, the Temporary Staffing Division of Ethan Allen Personnel, provides quality temporary and contract staffing services to companies throughout the Hudson Valley.

Staff-Line—Staff-Line, Inc. is a full-service Professional Employer Organization (PEO) offering complete personnel services to small and medium-sized companies, supplying personnel services which were only available previously to large corporations with in-house HR departments.

We look forward to working with Ethan Allen to help our members find and keep the people they need to ensure their ongoing success.

For information on how to use employment services see the article on page 5

Manufacturers Electricity Aggregation



An Opportunity to Manage Your Electricity Costs

For more information call
845-565-1355

Consumer Price Index for April 2013

				<u>Point</u>	<u>%</u>	<u>% Increase</u>
Wage Earners & Clerical	<u>Apr. '12</u>	<u>Apr. '13</u>	<u>Mar. '13</u>	<u>Increase</u>	<u>Month</u>	<u>Year</u>
1967=100	676.20	681.97	683.08	-1.11	-0.2	0.9
1982-84= 100	227.01	228.95	229.32	-0.37	-0.2	0.9
All Urban Consumers						
1967=100	689.23	696.56	697.28	-0.72	-0.1	1.1
1982-84=100	230.09	232.53	232.77	-0.24	-0.1	1.1

Hudson Valley unemployment rate for April 2013 = 6.5%

Place Your Company's Ad Here

The Council of Industry's monthly newsletter has a mailing circulation of 250 manufacturers and an online circulation of hundreds more.

Contact Alison Butler at
abutler@councilofindustry.org
or call (845) 565-1355
for more information.

Over the years, the Council of Industry and the School of Business have worked closely to provide training and education in global business and strategic management. The School recently received its AACSB accreditation, the highest achievement for an educational institution that awards business degrees.

Continued from front page

He understands that hiring a qualified workforce is one of the primary issues facing today's manufacturers and he worked during the last Consolidated Funding Application process to achieve training funds for Ulster County manufacturers. County Executive Hein has also fought routinely so that industry can continue to prosper in Ulster County. Such actions have included seeking incentives to retain Wolf-tec and Stavo Industries in Ulster County. With the County Executive's help, these businesses revitalized a vacant industrial building in the heart of midtown Kingston and kept important advanced manufacturers in Ulster County. County Executive Hein is routinely recognized for his model programs and innovative initiatives.

In 2011 County Executive Hein demonstrated his commitment to taxpayers by producing a budget with no increase in the County property taxes. His 2013 Executive Budget will decrease Ulster County's real property taxes. This effort is one among many County Executive Hein has undertaken to ensure that Ulster County continues to be a great place to live, work, visit and raise a family for decades to come.



Mike Hein, Ulster County Executive and 2013 Manufacturing Champion receives his award from Harold King, Executive Vice President of the Council of Industry.

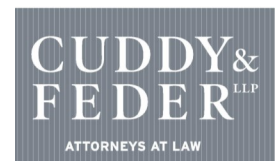


Hadi Salavitabar, Dean of The School of Business and Donald Christian, President of SUNY New Paltz accepted the award on behalf of The School of Business. Over the years, the Council of Industry and the School of Business have worked closely to provide training and education in global business and strategic management. The School recently received its AACSB accreditation, the highest achievement for an educational institution that awards business degrees. Dean Salavitabar encouraged the manufacturers in the room to take advantage of the resource The School provides such as interns, students that will work out solutions to challenges set forth by companies and the access to research assistance as well.

Organization Champion SUNY New Paltz School of Business has, since its establishment in 2001, responded to the needs of manufacturing by establishing a curriculum to educate and train the business communi-

The 2013 award winners join a well-respected group. This is the sixth year the Council has presented the awards and past recipients include: Carole and Richard Parker, FairRite Products; Jack Effron, EFCO Products; Taylor Thompson, Millbrook Technologies; Richard Croce, Viking Industries, Roger Smith, Pawling Corporation; New York State Senators William Larkin and Stephen Saland; Orange County Executive Ed Diana; Dutchess County Executive Marc Molinaro; Central Hudson and the Hudson Valley Economic Development Center.

The Council of Industry would like to thank the supporting sponsors that make this award breakfast possible:





Continued from page 5 More Personnel Matters

Professional Employment

A Professional Employer Organization (PEO) provides businesses relief from the burden of employment administration by managing increasingly complex employee related matters such as health benefits, workers' compensation claims, payroll, payroll tax compliance, and unemployment insurance claims. A business contracts with a PEO to assume these responsibilities and provide expertise in human resources management. This allows the PEO client to concentrate on the operational and revenue-producing side of its operations.

When it is not practical for a business to fully staff a human resource department, a PEO can be very cost effective in saving time, providing expertise, and reducing employer liabilities. Things to consider before engaging with a PEO are that most PEO's will require strict adherence to employment laws and will require all employer liabilities, such as payroll tax and insurance premiums, be paid either up front or as they are incurred.

The Ethan Allen Personnel group has provided employment services since 1969. Its unique diversified approach and hands on attention has made Ethan Allen a recognized asset to companies in the Region for over 40 years.

HV Mfg.

The Council of Industry's publication for manufacturers and educators is now available online!



The premier issue of HV Mfg is now available on the Council of Industry home page:
www.councilofindustry.org

We are now accepting ads for our next issue due to be published by November 2013. We have a variety of sizes and prices to fit your budget. If you would like to advertise in HV Mfg and reach the Hudson Valley Manufacturers contact Tom Martinelli at

Tom@MartinelliCustomPublishing.com

or call (845) 462- 1209 for more information.

JOE PIETRYKA INCORPORATED

85 Charles Colman Boulevard,
Pawling, New York 12564

Designers, Manufacturers and Assemblers of Plastic Injection Molded Parts and Components

Serving the Electrical, Industrial,
Medical, Automotive, Photo-
graphic, Pharmaceutical, Cosmet-
ic and Food Markets of America

ISO 9001:2008 Certified
Adhering to TS16949

UL Listed

CSA Listed

Drug Master File Registered

FDA Registered

CE Conformity

In House Color Matching

www.joepietrykainc.com

Phone: (845) 855-1201

Fax: (845) 855 5219

Council of Industry Staff

Executive Vice President: *Harold King*

Director of Membership & Communication: *Alison Butler*

Director of Government Affairs: *Karyn Burns*

Website: www.councilofindustry.org

Phone: (845) 565-1355

Fax: (845) 565-1427





Council of Industry

The Manufacturers Association of the Hudson Valley

6 Albany Post Road
Newburgh, NY 12550



**Manufacturing is Vital.
The Council of Industry is
Vital to Manufacturing.**