

CI NEWSLETTER

The Council of Industry of Southeastern New York

April 2009

The Manufacturers Association of the Hudson Valley

Volume 13 Issue 4

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Welcome New Associate Member:

Enerwise Global Technologies.-
Energy management systems. Contact: Bill
Oosterom, Kent Square, PA.

Stop the Employee FORCED Choice Act

By Jay Timmons, Executive Vice President, National Association of Manufacturers

Congressional supporters of the Employee Free Choice Act (EFCA) recently introduced their legislation, packaged with a Senate Committee hearing, a Capitol Hill news conference and coordinated PR with organized labor.

The EFCA is a direct and dire threat to economic growth, as well as job retention and creation.

In the early part of the last century, pay was inequitable, working conditions were unhealthful and workers had no rights to grievance or bargain. Because of the efforts of generations past, management and the workforce have worked more closely together to ensure American competitiveness and jobs, and many existing government regulations are in place to provide the necessary balanced protections for workers. The need for unionization has diminished substantially as employers – particularly manufacturers – have fostered positive employee relations and come to fully understand that these relationships should be conducted in a spirit of mutual respect and fairness.

Unfortunately, the key provisions in the EFCA limit the rights of employees and threaten the ability of manufacturers to continue to create and retain jobs in the U.S. This bill represents the worst type of power grab by special interests because, while it purports to help workers, it would actually threaten the very jobs those workers have toiled so hard to maintain.

The binding arbitration provisions of the EFCA are equally – if not more – onerous. They would effectively eliminate an employer's ability to make the critical economic decisions that are tied directly to our ability to compete and create jobs in this global economy. This provision of the EFCA is of particular concern to manufacturers as it opens the door to government control of wages and benefits.

A recently published economic analysis illustrates that the passage of the EFCA would result in a one percentage point rise in unemployment for every three percentage point increase in labor union member-

ship in the first year following enactment. Based on Union leaders' projections of increased union membership under the EFCA, this legislation would cause 600,000 American jobs to be lost.

Let there be no mistake: The EFCA is a serious, dangerous threat to positive employer-employee relations, manufacturers' ability to respond to rapidly changing market demands, and to U.S. competitiveness. The NAM, our members and our allies must do everything we can to stop the bill.

Our efforts continue to focus on the U.S. Senate, where the key number is 60: Can supporters reach the 60 votes needed to invoke cloture and force a final vote on the EFCA? If they do, the bill will pass Congress and President Obama will sign it into law.

In a key development in the card check debate, Sen. Arlen Specter (R-PA) announced on March 24 that he would oppose efforts to bring the flawed and misnamed "Employee Free Choice Act" (EFCA) to the Senate floor. ECFA's supporters had counted on Specter, who had voted with them in 2007, to help defeat a Senate filibuster on the bill. Specter said he supported changes in labor law but not by "eliminating the secret ballot and mandating arbitration." While Specter's decision represents an early-round victory for ECFA's opponents, the battle is far from over. "Anyone who thinks that burying card check because of Specter's statement...should not think that the legislation is going to go away," says Senate Majority Leader Harry Reid (D-NV). NAM President John Engler is urging member companies to contact Sen. Specter and thank him for his decision to "vote against EFCA and...put working men and women, the economy and the nation first."

It is a critical time for our nation and its future economic well-being. We will continue to urge Congress to support a strong economy and to protect American jobs by opposing any votes related to the consideration of the EFCA bill, procedural or otherwise.

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Training and Education

Valuable Training for Tough Times

The Council of Industry's Certificate in Manufacturing Leadership Program offers the following timely courses on legal issues, high performance work teams, worksite training and managing diversity, all available at an excellent rate for Council Members.

Now is a great time to get your employees motivated and energized, **High Performance Work Teams** is the course that will do it. This course explores how to design a team that will get the best results with the most efficient methods. It will also include: strategies and skills for team planning, team motivating, managing performance and developing team members. Define the roles of team members, team building behaviors and the problem solving and decision making benefits of a team.

Date: Wednesday, April 15

Location: Dutchess Community College,
Bowne Hall, Poughkeepsie, NY

Instructor: Ellen Messer

Time: 9:00 am - 4:30 pm

Cost: \$185 single participant,
\$160 two or more from the same company
Continental breakfast and lunch included.

Every time you turn around there seems to be a new legal update, whether it's COBRA, FMLA or the Ledbetter Act. Fortunately, the Council of Industry is offering a Certificate in Manufacturing Leadership Course on **Legal Management Issues in Manufacturing**.

The Legal Management Issues class identifies and explains key legal issues that a manager may have to address in the workplace today. It helps current and future managers realize their responsibility to understand and enforce the employment laws that speak to these issues which can minimize their chances of ending up in court. This Course will cover: employers' rights and obligations, employment laws, regulations governing business, hiring, performance, discipline issues and Affirmative Action.

Date: Wednesday, April 29

Location: Dutchess Community College,
Bowne Hall, Poughkeepsie, NY

Instructor: Robert Heiferman, Esq.
Jackson Lewis LLP

Time: 9:00 am - 4:30 pm

Cost: \$185 single participant,
\$160 two or more from the same company
Continental breakfast and lunch included.

Sometimes even a trainer needs to brush up on their skills, the **Worksite Training Skills** course can help. This informative course will provide participants with useful skills and materials for training delivery including: training assessment, planning and design, instructional strategies and evaluation, conducting group and individual instruction, monitoring follow up and reinforcement of training.

Date: Wednesday, May 6

Location: Dutchess Community College,
Bowne Hall, Poughkeepsie, NY

Instructor: John Mattoon

Time: 9:00 am - 4:30 pm

Cost: \$185 single participant,
\$160 two or more from the same company
Continental breakfast and lunch included.

Today's workforce is varied and managers may not always know the best ways of dealing with cultural difference; the Council of Industry's Certificate in Manufacturing Leadership Program's **Managing Diversity** course is a great way to find out. This course is for managers who direct a culturally diverse staff or serve a diverse customer base. Training covers communicating effectively with diverse audiences and managing cross cultural issues such as concepts of time (deadlines, schedules, meetings), power (levels of formality, negotiations), and communication styles (direct v. indirect). Learn to probe and ask exploring questions to gauge comprehension. Develop the intercultural competencies needed to fruitfully manage diversity.

Date: Wednesday, May 20

Location: Dutchess Community College,
Bowne Hall, Poughkeepsie, NY

Instructor: Ellen Messer

Time: 9:00 am - 4:30 pm

Cost: \$185 single participant,
\$160 two or more from the same company
Continental breakfast and lunch included.

For more information on the courses listed on this page or to register online go to our website:

www.councilofindustry.org,

or contact Ana Maria Murabito at (845) 565-1355 or by e-mail anamaria@councilofindustry.org.

Council News

Arc Flash Safety

The Environment, Health and Safety Sub-council met on Friday, March 20th for a presentation on arc flash safety by **Jeffery Sotek**, from **HRP Associates**.

An arc flash is a short circuit where an enormous amount of concentrated radiant energy explodes outward from electrical equipment. The explosion creates pressure waves that can



Attendees were able to see and inspect the proper PPE for working on live circuits.

damage a person's hearing, a high-intensity flash that can damage their eyesight and a superheated ball of gas that can severely burn a worker's body and melt metal. Every year, more than

2,000 workers are treated in burn centers with severe arc flash injuries. The flash is immediate, but the results can cause severe injuries that last months, years—even a lifetime. In some cases, they may cause death. Treatment costs can exceed \$1,000,000 per case. Additionally, arc flash and overall electrical safety is on OSHA's radar and OSHA has begun citing companies for arc flash violations. As a result of an arc flash incident, one company was fined \$193,500 for failing to protect employees from electrical hazards.

Mr. Sotek went over the various obligations companies have to prevent arc flashes. He also discussed the use of a single line drawing of the electrical system, methods of data collection and a procedural overview which can help warn and hopefully prevent arc flashes. Attendees were also able to see and inspect the Personal Protective Equipment (PPE) that must be worn when working on exposed "LIVE" energized circuits.

All in all, everyone came away with a greater respect for the potential disaster that an arc flash can cause and an aware-

Loss Prevention - Next EHS Sub-council Meeting

The Council of Industry Environment Health and Safety Sub-council will be meeting on Friday, May 22, to cover Loss Prevention. The meeting will be held in Patterson, NY at Groundwater & Environmental Services, Inc. (GES) and the will be presented by Cris Altman, NE Corporate HSSE Specialist, Groundwater & Environmental Services, Inc.

The Loss Prevention System (LPS) is a system designed to prevent or reduce losses using behavior-based tools and proven management techniques. The objective is to eliminate unsafe behaviors which lead to personal injuries, environmental incidents, and property damages. GES implemented the LPS system in 2003 based on a 30 year track record of industrial experience and research, and it's successful application across different industries and cultures.

Topics that Cris will cover related to the LPS System include:

- What is LPS?
- What are the benefits?
- How is it used?
- What are the 7 LPS Tools?
- How LPS has provided real benefit to GES.

Cris Altman has served with the U. S. Coast Guard providing waterfront chemical facility and liquid cargo vessel inspections and performing emergency environmental response activities, and earned a bachelor's degree in environmental science from Chadwick University. He worked as the Mid-Atlantic Remediation Specialist for Louis Dreyfus Energy from 1994 through 1999 managing petroleum releases at multiple bulk storage facilities in PA, MD, DE, and VA, and has worked as an environmental consultant throughout the Mid-Atlantic and New England since 1999.

Starting at GES in 2006, Cris served as project manager and Exxon's local health, safety, security, and environmental (HSSE) officer before taking over as the Northeast Region HSSE officer in June 2008.

To register or for more information contact Alison Butler by e-mail abutler@councilofindustry.org or call (845) 565-1355.

The Loss Prevention System (LPS) is a system designed to prevent or reduce losses using behavior-based tools and proven management techniques. The objective is to eliminate unsafe behaviors which lead to personal injuries, environmental incidents, and property damages.

Personnel Matters

"Following layoffs is a good time to introduce 'stretch assignments' – those that will expand the skills of survivors and demonstrate your confidence in them."

Engaging Managers Is Key to Weathering the Recession

From HR.com

With layoffs at a 25-year high, this economy has caused even the best companies to include layoffs as a necessary cost-reduction strategy. They are working hard to treat those who are laid off humanely, as well as to equip the "survivors" with means of coping and remaining valued contributors to the company's success.

Based on extensive research of the past and current recession, Sirota Survey Intelligence (www.sirota.com) has concluded that the maintenance of leader and front-line manager engagement is critical to the morale, innovation and effectiveness of employees. "Their 'lynchpin' role requires constant monitoring during these turbulent times," says Douglas Klein, President of Sirota, specialists in attitude research.

Sirota's data from the last recession shows that employee attitudes are at great risk during recessions. For example, during post-9/11 recession, layoff survivors felt less valued, with positive attitudes declining from 67% to 44% (innovation, teamwork, advancement and job security also declined). "We are already seeing the signs of decaying morale during the current downturn," offered Klein. "For example, employee confidence in the future of their companies has declined since the beginning of 2008."

Management can take the following actions, in six broad areas, to help mitigate the after-effects of layoffs on employees who remain.

1. Communicate, Communicate, Communicate – "Most employees want to know what will be happening to them, especially whether they will they be laid off. Secrecy or lack of transparency will just add to their sense of powerlessness. Do not delay in confirming whether there will be job cuts. Communicate why workforce reductions are necessary. Employees will understand if the workforce needs to be reduced as a last resort," said Klein.

2. Allow for an emotional response – "Anger, concern, insecurity, and survivor guilt are all perfectly natural emotions for employees to feel," said Klein. "It is crucial for managers to spend time assuring employees that it is OK to feel this way. Otherwise, employees may release these feelings in non-productive ways or situations."

3. Support the Front-Line Manager Population

– "The front-line manager population is likely to feel the brunt of the pressure – from worried employees below them and harried managers above. Front-line employees perceive that their managers are 'in the know', but in reality they are quite far down the organization with limited managerial experience and skills," according to Klein. "Among the many ways organizations can help this sometimes beleaguered group is through mentoring programs – matching managers who are weak in certain areas with managers with demonstrated strengths in those areas."

4. Proactively address the negative effects of less staff for the same work – Increased workloads for employees who survive layoffs are inevitable. Often this has the added effect of negatively impacting teamwork during a time when all have to work together to rethink how tasks are done. But managers can choose to involve their employees in the search for solutions, thus addressing both teamwork and efficiency simultaneously," said Klein. "For example, gain-sharing and other employee involvement teams offer opportunities for employees to help improve work processes and teamwork while benefitting economically as well."

5. Demonstrate continuing long-term interest in the careers of the survivors – "Following layoffs is a good time to introduce 'stretch assignments' – those that will expand the skills of survivors and demonstrate your confidence in them. It is also a good time to increase the frequency of discussions about career-related topics, including possible advancement opportunities."

6. Empirically determine how things are going – don't just guess. "Management-by-facts is the best way to gauge how employees are performing after layoffs. CEOs still must report to their external constituencies, including investors, boards of directors, media, and communities in which they do business. Periodic, systematic, employee attitude assessments enable management to ascertain the impact of their actions on the day-to-day operations of the company. Employee attitude surveys also demonstrate to workers that they are still an important asset. Even if budgets have been cut, an efficiently designed employee survey process can provide critical information for management," Klein said.

More Personnel Matters

DOL Issues Model COBRA Subsidy Notices and Forms

From JacksonLewis.com

The United States Department of Labor (“DOL”) today posted on its website model notices and application forms to be used by employer-sponsored health plans and individuals electing COBRA in connection with the American Recovery and Reinvestment Act of 2009 (“ARRA”) COBRA premium subsidy. The ARRA requires that group health plans notify certain current and former plan participants about the COBRA premium subsidy. (For more information about the ARRA subsidy and group health plan compliance requirements, see our article, [COBRA Premiums Subsidized Under The American Recovery and Reinvestment Act of 2009](#)).

The DOL’s model notices and forms are available in a file format that enables easy customization for your group health plan’s purposes at <http://www.dol.gov/ebsa/COBRAModelnotice.html>.

The DOL included three model notices for use by employers (along with application forms for COBRA qualified beneficiaries to complete and return to get the subsidized COBRA premium):

1. A revised model General Notice to be sent to all COBRA qualified beneficiaries who had or have any COBRA qualifying event after August 31, 2008 and before January 1, 2010;
2. An abbreviated version of the General Notice which may be sent – in lieu of the full

version in #1 above – to COBRA qualified beneficiaries who already elected and are currently covered under your plan’s COBRA coverage; and



3. An Extended Election Period Notice for individuals who had a qualifying event after August 31, 2008 and before February 17, 2009 and who are not covered under your plan’s COBRA coverage (either because they did not elect COBRA or because they let their COBRA coverage lapse). This notice must be provided to such individuals by April 18, 2009.

The model notices and forms must be modified for use with your group health plan by inserting specific information and deleting inapplicable provisions.

If you have any questions regarding the ARRA subsidy or would like assistance in customizing the applicable notices and forms, contact the attorneys in Jackson Lewis LLP’s Employee Benefits, including Complex ERISA Litigation and Workplace Privacy, Practice Group.

The DOL’s model notices and forms are available in a file format that enables easy customization for your group health plan’s purposes at <http://www.dol.gov/ebsa/COBRAModelnotice.html>.

Consumer Price Index - Feb. 2009

				<u>Point</u>	<u>%</u>	<u>% Increase</u>
<u>Wage Earners & Clerical</u>	<u>Feb.’08</u>	<u>Feb.</u>	<u>Jan.</u>	<u>Increase</u>	<u>Month</u>	<u>Year</u>
1967=100	617.35	615.72	612.72	3.0	0.5	-0.3
1982-84= 100	207.25	206.71	205.70	1.01	0.5	-0.3
All Urban Consumers						
1967=100	634.14	635.64	632.49	3.15	0.5	0.2
1982-84=100	211.69	212.19	211.14	1.05	0.5	0.2

Hudson Valley Unemployment Rate for February 2009 = 7.7%



Legislative Matters

Call to Action: Support Empire Zones

From Karyn Burns, MACNY

Governor David Paterson recently issued his 2009-2010 proposed budget for New York State, where he recommended significant changes to the current Empire Zones benefit program, including:



- Retroactively applying a new criteria for qualification to existing Empire Zone participants. Previously certified companies must meet a cost benefit 20:1 ratio in-zone wages, benefits and capital investments over tax credits used, in order to remain eligible in the program. Once this ratio is applied to existing beneficiaries, those companies who cannot meet this ratio will ultimately be decertified from the program, losing any future Empire Zone credits, and forfeiting any zone credits carried forward from previous tax years.
- Extending authority to the Commissioner, where current recipients who have failed to create jobs and make capital investment as set forth and determined in their original application could be held liable and decertified from the program altogether. Previously, a company was granted continued certification if it could be fairly determined that they were unable to meet their previously negotiated requirements of job creation and capital investment if it directly related to a difficult economic climate and external impacts beyond a company's control. Under the new proposal, this consideration would be eliminated, despite a company's continued efforts to maintain jobs and keep their doors open.

Based on these proposed changes to the program, Administration officials have estimated that such a change in expectations to the program would eliminate 20-25% of current recipients.

Based on these proposed changes to the program, Administration officials have estimated that such a change in expectations to the program would eliminate 20-25% of current recipients.

According to a number of Upstate business sources, and our conversations and survey of Empire Zone members, the proposed ratio as determined by Governor Paterson will have a crippling impact on the Upstate business community, with potential to eliminate approximately half of the 9,800 current business recipients to Empire Zone benefits from the program. Collectively, these Upstate businesses employ approximately 380,000 New Yorkers. Based on our calculations, and surveying of members, we foresee a frightening estimation of over 75% of Upstate Empire Zone beneficiaries losing their benefits. A recent survey of MACNY members who currently utilize Empire Zone benefits indicated that should Paterson's proposal be approved, few of our responding companies would be able to meet the 20:1 ratio, with most of this resulting from losses due to the current fiscal crisis.

The Council of Industry and MACNY strongly encourage Governor Paterson and the State Legislature to reconsider the proposal, and rather present a method that will allow current recipients to conduct business, while striving to create a more effective economic development tools for a stronger future for New York State.

We also encourage you, our membership, to make it known to Governor Paterson and the State Legislature that taking away benefits and breaking promises is not the solution to solving New York State's current financial woes. During difficult times, Government and business need to work as partners. By providing a better business climate, businesses can make it their priority to continue on generating revenue to our state's economy, providing much needed jobs and all the while staying in New York. I encourage each of you to contact your elected officials and let them know you want to stay in New York, and the continued Empire Zone benefits will allow you, your company, and the critical jobs it provides to do so.

Member Profile

Member Profile: Hudson Baylor Corporation

Year founded: 1983

Location: Newburgh, NY

Products: Providing recycling solutions to both industry and municipalities. Services currently include bottle law recycling, fiber recycling, municipal commingled and single stream recycling. Services also include confidential document destruction.

Website: www.hudsonbaylor.com

There is much talk about “green companies” lately, and with Earth Day coming up there is sure to be even more discussion of the pros and cons of the effects manufacturing has on our environment. One company that is doing more than its share to reduce, recycle and reuse is Hudson Baylor Corporation. Conceived with the passage of the 1983 Bottle Law, Hudson Baylor has taken recycling from a cost of doing business and turned it into a successful industry in its own right.

Back in 1983 New York State passed its Bottle law requiring a deposit on soft drink and beer bottles and cans which could be recouped when the empty container was returned. People thought this would be a great way to help clean up our environment except for one problem; who would collect and reformulate these bottles and cans? Scott Tenney saw this as an opportunity and founded Hudson Baylor Corporation to fulfill this need. They were able to collect the returned containers, process them and sell the resulting commodities to be made into new products. Pepsi of the Hudson Valley was Hudson Baylor Corporation's first customer after the bottle law came into effect.

In the years since, Hudson Baylor has expanded with the increase in popularity of the bottle law and the growth of mandatory curbside recycling. The company has also responded to the demand to add commodities as the expense of maintaining landfills continues to increase. Hudson Baylor not only handles plastic, glass and aluminum, but



also processes all forms of fiber, including newspapers, OCC, and high grades of paper. At their Materials Recovery Facility,

the collected recyclables are converted into a salable commodity. Hudson Baylor provides commingled recycling services and has a long standing agreement with Orange County, NY for processing the county's recyclables. They have also started a new company, HB Data Security, to provide confidential document destruction services.

HB Data Security is a secure document destruction company with state of the art mobile shredder trucks that come to a customer and shred on site. Alternatively customers can bring materials to the secure document destruction room at Hudson Baylor's Newburgh, NY plant. This process is usually used for copyrighted, royalty based or other sensitive materials and HB Data Security offers a consistent chain of custody and a tightly controlled, documented process of destruction of the materials. After shredding beyond practicable recognition, the paper is sent to pulping mills for recycling; plastics are delivered to a recycling facility or incinerated on the premises and at the conclusion of the process, a certificate of destruction is provided.

Hudson Baylor feels that its success comes from their dedication to service. They endeavor to be flexible in meeting customer's needs and in providing cost competitive, reliable and quality orientated solutions.

They also try to adjust and respond to the ups and downs of the commodity market and the economy as well as staying up to date on industry improvements that can enable the company to improve production at lower costs. This includes adding the latest technology such as optical sorting machines or mobile shred trucks.

The purpose of recycling is to reduce the volume of what is thrown into landfills, and the key to successful recycling operation is to generate marketable commodities. One Hundred Percent of the recyclable materials Hudson Baylor Corp collects are sold to manufacturers to be made into new products. Everyone can benefit from success like that.



An HB Data mobile shredding truck in action.

Hudson Baylor has expanded with the increase in popularity of the bottle law and the growth of mandatory curbside recycling. The company has also responded to the demand to add commodities as the expense of maintaining landfills continues to increase.

Global Trade Matters

"I hope this trade ambassador understands that our country stands for trade, stands for open markets, but we ought to, for a change, stand for fair trade agreements and we ought to stand for balance in trade." - Sen. Byron Dorgan

Senate Confirms Former Dallas Mayor as Trade Chief

By JIM ABRAMS -

WASHINGTON (AP) — Former Dallas Mayor Ron Kirk won Senate confirmation Wednesday to be the nation's top trade official with responsibilities for advancing free trade at a time when many Americans see foreign competition as a threat to their livelihoods.

The Senate voted 92-5 to confirm Kirk as U.S. trade representative, setting aside a tax problem revealed after he was nominated and concerns raised by some Republicans that the Obama administration was putting the country on a path to protectionism.

Kirk, at his confirmation hearing, said he would work to expand trade but did not come to the job with "deal fever." He said he would try to help American workers hit by the negative aspects of trade and would put more effort into ensuring that trade partners aren't violating existing agreements on open trade.

That would signal a shift from the Bush administration, which championed the benefits of free trade and endeavored to negotiate new bilateral agreements.

"Many feel that our trade policy has veered off course," said Senate Finance Committee Chairman Max Baucus, D-Mont., pointing out that many feel the government has not protected workers or enforced trade agreements.

Kirk, he said, will "chart the right course" by looking out for American workers and shining a spotlight on trade violations.

On the other side, Sen. John McCain, R-Ariz., said he was voting for Kirk "with some reluctance." He said that while Kirk supported international trade in a broad sense, he "has also made comments suggesting that protectionism might not be so bad after all."

McCain cited Kirk's opposition to a negotiated trade agreement with South Korea and his objections to a pending agreement with Colombia. Kirk has said that a third negotiated trade deal left over from the Bush administration, with Panama, could be ready for a congressional vote soon.

McCain took aim at a "buy American" provision in the economic stimulus bill and a provision in a just-passed spending bill killing a NAFTA program allowing Mexican trucks to operate in the United States. Such measures, he said, invite retaliation from trading partners and "send a signal to the world that America is going down a path of protectionism."

Sen. Kay Bailey Hutchison, R-Texas, said she was confident Kirk, a fellow Texan, would resolve the trade dispute with Mexico. "He knows how important free trade is with Mexico."

Sen. Byron Dorgan, D-N.D., a frequent critic of free trade agreements, said the merchandise trade deficit last year was \$800 billion — \$256 billion with China alone. "I hope this trade ambassador understands that our country stands for trade, stands for open markets, but we ought to, for a change, stand for fair trade agreements and we ought to stand for balance in trade." he said.

Kirk's nomination was momentarily in jeopardy when it was revealed that he had underpaid the IRS by some \$10,000 earlier in the decade. But Baucus declared it was an honest mistake and the issue was largely overlooked.

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CI Calendar—What’s Ahead

Apr. 1	<u>Certificate in Manufacturing Leadership: Effective Business Communication</u> - 9:00am –4:30pm Location: Dutchess Community College, Poughkeepsie, NY. Cost \$185 single participant, \$160 two or more from the same company
Apr. 9	<u>Advanced Technology & Innovation:Theory and Practice of Open Innovation</u> - 9:00am –4:30pm Location: Dutchess Community College, Poughkeepsie, NY. Cost \$125 single participant, \$110 two or more from the same company.
Apr. 14,15, 16	<u>Lean Manufacturing: Lean Six Sigma Yellow Belt Training</u> – 8:30 am—4:30 pm Location: Orange Community College, Newburgh, NY. Cost: \$400 for a single participant, \$375 for two or more from the same company.
Apr. 15	<u>Certificate in Manufacturing Leadership: High Performance Work Teams</u> - Dutchess County Community College, Poughkeepsie, NY 9:00 am - 4:30 pm Cost: \$185 per person/ \$160 for two or more from the same company.
Apr. 21, 22	<u>Advanced Technology & Innovation: Process Professional</u> –9:00 am - 4:30 pm. Location: Orange Community College, Newburgh Extension Center, Newburgh, NY. Cost: \$375 per person/ \$350 for two or more from the same company.
Apr. 29	<u>Certificate in Manufacturing Leadership: Legal Management Issues</u> - Dutchess County Community College, Poughkeepsie, NY 9:00 am - 4:30 pm Cost: \$185 per person/ \$160 for two or more from the same company.
Apr. 30	<u>Advanced Technology & Innovation: Product Road-mapping</u> –9:00 am - 4:30 pm. Location: Orange Community College, Newburgh Extension Center, Newburgh, NY. Cost: \$200 per person/ \$180 for two or more from the same company.
May 6	<u>Certificate in Manufacturing Leadership: Worksite Training Skills</u> - Dutchess County Community College, Poughkeepsie, NY 9:00 am - 4:30 pm Cost: \$185 per person/ \$160 for two or more from the same company.
May 13	<u>Certificate in Manufacturing Leadership: Best Practices & Implementing Change</u> - Dutchess County Community College, Poughkeepsie, NY 9:00 am - 4:30 pm Cost: \$185 per person/ \$160 for two or more from the same company.
May 20	<u>Certificate in Manufacturing Leadership: Managing Diversity</u> - Dutchess County Community College, Poughkeepsie, NY 9:00 am - 4:30 pm Cost: \$185 per person/ \$160 for two or more from the same company.
May 22	<u>Environment Health & Safety Sub-council: Loss Prevention</u> — 9:00am—10:30am at Groundwater & Environmental Services, Inc. (GES), Patterson, NY. Cost: None for members.
May 27,28,29 June 9, 10	<u>Advanced Technology & Innovation: Advanced Solidworks</u> –9:00 am - 4:30 pm. Location: Rockland Community College, Suffern, NY, Room 8376. Cost: \$500 per person/ \$450 for two or more from the same company.

If you are reading our online pdf version of the Council of Industry Newsletter, you can click on any of the course titles to go straight to the course description on the Council of Industry website.





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Manufacturing Matters

Can You Have A Green Trade War?

By Bradford Plumer, *The New Republic*

In March, Energy Secretary Steven Chu was musing aloud about carbon tariffs, which could, theoretically, be tacked on imports from any country that refused to do anything about its greenhouse-gas emissions:

Mr. Chu, speaking before a House science panel, said establishing a carbon tariff would help "level the playing field" if other countries haven't imposed greenhouse-gas-reduction mandates similar to the one President Barack Obama plans to implement over the next couple of years. It is the first time the Obama administration has made public its view on the issue. "If other countries don't impose a cost on carbon, then we will be at a disadvantage... [and] we would look at considering perhaps duties that would offset that cost," Mr. Chu said.

On an abstract plane, you can see the logic here. If the United States puts a CO2 cap-and-trade system in place, then some energy-hogging industries like cement, steel, and aluminum will find themselves at a real disadvantage compared with their competitors in places like China, who don't have to shell out extra for their fossil-fuel use. At worst, those U.S. companies would all pack up, relocate to China, and pollute to their heart's content—undermining the whole point of a carbon cap. In recent years, many European countries have been exporting a lot of carbon pollution in precisely this way. (The technical term here is "leakage.")

So in strides the carbon tariff. Not only would Chinese manufacturers have to pay for any carbon they use in making exports to the United States, but the tariff would reduce the incentive for firms here to move abroad in order to dodge environmental rules. One analysis from CIBC, a Canadian investment bank, found that if the United States passed carbon caps,

China didn't, and the United States then retaliated with a carbon tariff, it would actually cause many manufacturers to move back to North America. That's partly because Chinese companies still rely heavily on coal, so a carbon tax at the border would make it cheaper to make many goods in the United States—even given the disparity in wages.



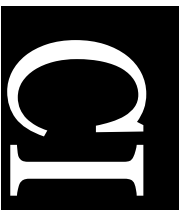
Now, the seamy underbelly here is that things wouldn't be quite that clean. The United States would slap down a tariff, and China would reply in kind. Escalation and madness ensue. Trade wars get awfully gory, and quick. Also, not many people hold Hank Paulson in high regard these days, but I basically agree when he says that

trying to arm-twist China through protectionist means will make cooperation harder, not easier. (As I've reported before, Beijing actually takes global warming quite seriously, and probably needs more in the way of assistance than it does a swift slap upside the head.) There's also the question of whether carbon tariffs even pass legal muster with the WTO—I've seen it argued both ways.

That said, do expect to see this idea flitter around Capitol Hill in the months ahead. Democrats from Rust Belt states are already grimacing hard at Obama's cap-and-trade plan, because they're worried about the impacts on their own domestic industries. (Environmental Defense Fund and other green groups have been trying to sweet-talk the swing senators by pointing to all the clean-tech industries that would spring up in, say, Ohio or Michigan as a result of climate legislation, but as Steve Cochran of EDF told me a few months ago, politicians often just smile skeptically anytime an environmentalist starts talking economic issues.) So a lot of Midwestern Democrats might start asking for carbon tariffs as a requisite for supporting any climate bill. Tricky business.

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