

# CI NEWSLETTER

The Council of Industry of Southeastern New York

November 2008

The Manufacturers Association of the Hudson Valley

Volume 12 Issue 10

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## Welcome New Associate Members:

**Emergency One** - Occupational medical services, walk-in and urgent care. Contact: Todd Martin, Kingston, NY.

**SmartWatt Energy Services** - Energy reduction services. Contact: Pete DeMartis, Somers, NY.

## The Council of Industry's Annual Luncheon and Member/Associate Member Expo

On Friday, November 14, the Council of Industry will hold its Annual Luncheon celebrating 98 years as the manufacturer's association of the Hudson Valley and honoring the recipients of the 2008 Certificate in Manufacturing Leadership. The event will take place at the Powelton Club in Newburgh, NY. The luncheon also will feature a keynote by Mr. Timothy Lugbill, Assistant Vice President of Government Relations for the National Association of Manufacturers (NAM). Mr. Lugbill will discuss the November 4<sup>th</sup> Election results and their impact on Hudson Valley Manufacturing.

The Annual Luncheon will begin at 11:30 am with the Member/ Associate Member Expo. The expo offers Council of Industry members and associate members the opportunity to display their products and services to the more than 140 manufacturers and their associates in attendance. There are still tables available and there is no charge to participate in the Expo, however, participation is limited to members and associate members in good standing or Luncheon sponsors. We also request that at least two individuals from each company participating in the expo purchase a seat and join us at the Luncheon.

The Luncheon will feature the presentation of the Certificate in Manufacturing Leadership to eighteen individuals from a variety of member companies. This represents the culmination of over forty hours of course work and comprehensive training in leadership and management and deserves to be celebrated.

In addition to the afore mentioned festivities the Council of Industry is proud to have Mr. Lugbill from NAM to address the political climate manufacturers will be facing following the November elections. Mr. Lugbill frequently works along-

side NAM's Government Relations, Policy and Public Affairs staff coordinating legislative strategies and implementing the association's broad public policy agenda. Mr. Lugbill also manages the NAM's Key Vote program. This is an effort to draw attention to the important manufacturing issues for members of Congress as well as NAM members and their employees.

Mr. Lugbill has been with NAM since 1989 and has spent over ten years working in member communications as the primary writer for the NAM's daily and weekly publications. During this tenure he has covered international, legal, regulatory, environmental and homeland security issues. Mr. Lugbill has helped direct the NAM's advocacy efforts through writing legislative alerts and policy updates in addition to publishing *The NAM Voting Record* and *The NAM Congress Directory*. Mr. Lugbill is also one of the creators of the Nam's Contact Congress system, a website designed to help companies communicate via e-mail with their elected officials. The insight Mr. Lugbill will offer on the potential impact of the elections will be quite interesting.

The Council of Industry would like to thank the following companies for making the Annual Luncheon and Expo possible: **AMI Services, Inc. /Armistead Mechanical, Inc., Cornell Associates, Pepco Energy Services, Vanacore, DeBenedictus, DiGiovanni & Weddell, and Verticon Construction Services.**

There is still time to sign up and attend this year's Luncheon and Expo, the cost is \$50 per person or \$350 for a table of eight, please contact Ana Maria Mura-bito at [anamaria@councilofindustry.org](mailto:anamaria@councilofindustry.org) or by phone at (845)565-1355 or go to our website [Council of Industry - Events](http://CouncilofIndustry-Events).

Newsletter Sponsored By



## Training and Education

### Early Bird Special: 2009 Certificate in Manufacturing Leadership Training

The Council of Industry has offered quality supervisory training to its members in the Hudson Valley for over 20 years. The Certificate in Manufacturing Leadership is a comprehensive group of courses that prepares supervisors for their challenging positions at manufacturing facilities.

The program is designed to offer particular skill sets through concentrations of courses. Participants who complete the required courses are presented with the Certificate in Manufacturing Leadership by the Council of Industry and Dutchess Community College.

All courses are full-day classes (from 9am to 4:30pm) and are held at Dutchess Community College, Poughkeepsie, NY with breakfast and lunch included on site. Though participants are encouraged to complete the course series for the most comprehensive supervisory education, the Council welcomes individual course registration as well.

To qualify for your Certificate in Manufacturing Leadership follow these three steps:

#### 1. Take all three core courses

- Fundamentals of Leadership on Jan. 14 & 21
- Making a Profit - Financial Issues in Manufacturing on Feb. 18
- Environmental Safety & Health Management For Supervisors on March 18

#### 2. Take four of five Elective Courses Tier I

- Problem Solving & Decision Making on Feb. 4
- Positive Motivation & Discipline on Mar. 4
- Business Communication on Apr. 1
- High Performance Work Teams on Apr. 15
- Legal Management Issues on Apr. 29

#### 3. Take two of four Elective Courses Tier II

- Work Site Training Skills on May 6
- Introduction to Lean Manufacturing on Mar. 12
- Best Practices & Continuous Improvement on May 13
- Managing Diversity on May 20

**Special Price Incentive:** If you register your employees and pay before December 31, 2008 you will receive the following discount:

	Single Member	Two or More From Same Company
<b>One Day Course</b>	\$185.00 before \$170.00 with discount	\$160.00 before \$145.00 with discount
<b>Fundamentals of Leadership</b>	\$370.00 before \$350.00 with discount	\$320.00 before \$300.00 with discount
<b>Entire Program</b>	\$1,600.00 before \$1,500.00 with discount	\$1,400.00 before \$1,350.00 with discount

To register and pay online go to the Council of Industry's website:  
[www.councilofindustry.org](http://www.councilofindustry.org).

For more information or to make other registration and payment arrangements email Ana Maria Murabito at [anamaria@councilofindustry.org](mailto:anamaria@councilofindustry.org)

***It is time to register for the Council of Industry's 2009 Certificate in Manufacturing Leadership Training. If you register your employees and pay before December 31, 2008 you will receive a substantial discount.***

## Council News

### OSHA - Council of Industry Alliance Steering Committee Maps 2009

#### Agenda

On Thursday, October 9, the U.S. Department of Labor's Occupational Safety and Health Administration (OSHA) Alliance Steering Committee met for the first time since signing the alliance in July. The purpose of this alliance is



The signing of the OSHA Alliance this past July has given the Council a new resource for EHS training.

to "provide Council of Industry members and others with information, guidance, and access to training resources that will help them protect employees' health and safety, particularly in addressing effective safety and health management systems."

Many ideas were discussed and plans were made to add some OSHA courses to the 2009 Council of Industry training schedule. The Council of Industry will offer OSHA's 10 and 30 Hour General Industry Outreach Training Courses this spring culminating in OSHA's 500 level Trainer Course in OSHA Standards for General Industry. Once companies have an Environment Health and Safety administrator successfully complete the afore mentioned courses they will be able to administer the 10 and 30 hour courses to others within their company.

The 10 Hour Course is for supervisors and employees concerned with safety and health and covers OSHA policies, procedures and standards including general industry safety and Health principles covered in OSHA Act Part 1910. The 30 Hour Course is a more comprehensive course health and safety course designed for safety directors, foremen, and field supervisors and will provide information on OSHA compliance issues. The 10 and 30 hour courses are a prerequisite for the 500 level course. In the 500 level course participants will cover OSHA policies, procedures, and standards as well as general industry safety and health principles with an emphasis on the areas that are most hazardous. This class will also teach effective instructional approaches and the effective use of visual aids and handouts. Upon completion of this series, the participants will be able to instruct the 10 and 30 hour courses and issue course completion cards.

Another excellent idea to emerge from the steering committee meeting was to have a peer review of various health and safety programs among Council members. Through self or peer audits, and perhaps even a re-

view by a consultant, companies can adjust their EHS programs to be as effective and efficient as possible. The OSHA website has information to help organize a variety of EHS programs as well.

The most immediate outcome of this meeting will be an Environment Health and Safety sub-council meeting on January 16, 2009, featuring Thomas McCarthy, a Compliance Assistance Specialist from the OSHA office in Tarrytown, NY who will discuss the five points of safety management.

#### **Executive Roundtable: Manufacturing, Credit and Finance in the Hudson Valley**

**When:** Wednesday, November 5, 8:00 am  
**Where:** Council of Industry Office, 6 Albany Post Road, Newburgh, NY  
**Cost:** No Cost for Members

Join us for an executive roundtable discussion on the issues surrounding the current financial climate. What will the effect of the government's infusion of capital be on banks operating in the Hudson Valley? Is there an international credit crunch? If so, how is it affecting your sales? Is there a local credit crunch? If so, how might it affect your manufacturing operations?



Presentations by:

**James Davenport – Rondout Savings Bank,**  
**Richard Kolosky – M&T Bank,**  
**John Rath – TD Banknorth**

Discussion to follow.

For more information or to register contact Harold King at [hking@councilofindustry.org](mailto:hking@councilofindustry.org) or call (845) 565-1355.

***The Council of Industry will offer OSHA's 10 and 30 Hour General Industry Outreach Training Courses this spring culminating in OSHA's 500 level Trainer Course in OSHA Standards for General Industry.***

## Personnel Matters

### Conducting Successful Cross Cultural Interviews

By Lauren Supraner, CAL Learning

Managers who conduct interviews with immigrant applicants must keep in mind that cultural filters affect the interview process. Both parties bring different cultural expectations about the roles of interviewer and interviewee, as well as the interview process. An interviewer who makes decisions based only on his own cultural ideas may miss out on talented applicants who may not fit into his framework. Managers should approach the interview with an open and nonjudgmental mind, while also being aware of potential cross cultural problems. Areas for miscommunication in the interview process include:

#### Group v. Individual orientation

American culture focuses on the individual. An interviewee is expected to “sell” herself by stressing individual, quantifiable achievements, as well as show enthusiasm and energy. For group oriented cultures, such as Hispanic or Asian, these behaviors are seen as undesirable. Credit for success goes to the team, not the individual. Group oriented cultures do not celebrate self-promotion. Interviewees from these cultures may use “we” instead of “I” when discussing successes. To get past “we” answers, the interviewer should ask follow up questions to find out what the applicant’s specific role was in the team’s accomplishments.



#### Assertive v. passive behavior

In American culture, the person being interviewed takes an active and assertive role in the interview process. Interviewees are expected to come prepared with questions, to negotiate for benefits and salary, and to communicate directly. Assertiveness is seen as a sign of confidence. Hispanic and Asian cultures tend to be more passive in interviews, taking the lead from the person in power—the interviewer. It is common for the interviewee to only provide answers to questions asked, not initiate topics or questions, and to behave in a more formal manner during the interview process. In situations like this, the interviewer should use open-ended questions that facilitate conversation to gain additional information. Open-ended questions are not yes/no questions, and use “how” or “why”, which require more than one word answers.

#### Nonverbal communication

This includes tone of voice and body language. In the US, it is expected that the interviewee will make eye contact, give a firm handshake, and use a tone of voice that reflects confidence, energy and enthusiasm. Some cultures believe it is inappropriate to maintain eye contact and overtly express emotions. This may come across as being unenthusiastic or half-hearted. Cultures that prefer a more monotone voice as a sign of stability and seriousness may be seen by the interviewer as dull or unenthusiastic. Be careful not to judge someone by their accent, which is no measure of their ability, dedication or intellect.

In order to make the best hiring decisions, managers must have a basic understanding of the values, norms and communication style of the applicant’s culture, as well as similarities and differences with the US. Interviewers should ask about the applicant’s experience with cultural differences in both the workplace and interview process, to get an idea of how the applicant addresses such challenges.

*Lauren Supraner is the president of CAL Learning, a diversity and workplace communication training company based in Monroe, NY. You can contact her at [lsupraner@callearning.com](mailto:lsupraner@callearning.com).*

***In order to make the best hiring decisions, managers must have a basic understanding of the values, norms and communication style of the applicant’s culture, as well as similarities and differences with the US.***

## More Personnel Matters

### The Website is Where It's At

One of the most useful tools the Council of Industry offers is our website. Many of you are familiar with it because each month we have over 1000 viewers. If you haven't been to it, please check it out - [www.councilofindustry.org](http://www.councilofindustry.org). Since the website was first put online back May of 1998, it has been the quickest way to access information about all the programs and services the Council has to offer. In fact over one third of the people that view the Council's website have added it to their favorites list.

The latest version of the website provides training schedules and information as well as the paypal feature which enables members to pay online with a credit card for courses. Within the next month the 2009 Training Schedule will be online in a new format. Courses will be listed alphabetically, chronologically and by category to make it easier for members to find the training they are looking for. The listings will include information on each course, including a brief description and a link to register and pay online.



Members can also register for sub-council meetings and Council events, like the Annual Luncheon, through the website with just a few clicks. There are separate pages for Events, Seminars, Human Resources and Environment and Health and Safety sub-council meetings. There is also a calendar of events which will soon be a month by month view of everything the Council offers. Of course this newsletter is also on the website along with each month for the last two years and all of our Member Profile articles as well.

The Job Opportunities page has been up for almost one year and boosts some of the most frequently viewed pages on the website. Links to these listings are e-mailed to manufacturers, career placement services, colleges and universities throughout the valley. This is an excellent way members can reach a very specific audience, people interested in manufacturing. We have heard of more than one match that has resulted from a Job Opportunity ad.

This month the Council will begin soliciting for ads in our Membership directory and for the first time we will also offer a plan where an ad for you company can be placed on our website near the company's member listing for only \$75 for a year. This is an excellent value because numerous people use our listings as a reference tool when searching for a specific type of industry.

For more information about our website, contact the Council of Industry at (845) 565-1355 or e-mail Alison Butler at [abutler@councilofindustry.org](mailto:abutler@councilofindustry.org).

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### Consumer Price Index - Sept. 2008

				<u>Point</u>	<u>%</u>	<u>% Increase</u>
<b>Wage Earners &amp; Clerical</b>	<b>Sept. '07</b>	<b>Sept.</b>	<b>Aug.</b>	<b>Increase</b>	<b>Month</b>	<b>Year</b>
1967=100	607.32	640.226	641.1	-0.929	-0.1	+5.4
1982-84= 100	203.89	214.935	215.2	-0.312	-0.1	+5.4
<b>All Urban Consumers</b>						
1967=100	624.54	655.376	656.284	-0.1	-0.1	+4.9
1982-84=100	208.49	218.783	219.086	-0.1	-0.1	+4.9
Hudson Valley Unemployment Rate for September 2008 = 5.5%						



## Legislative Matters

**The Rescue Package passed by Congress and signed by President Bush (Emergency Economic Stabilization Act of 2008) includes more than just measures to stabilize the economy.**

### Emergency Economic Stabilization Act - Mental Health Parity Act

*From Capital Associated Industries, Inc. Oct. 20 Newsletter*

The Rescue Package passed by Congress and signed by President Bush (Emergency Economic Stabilization Act of 2008) includes more than just measures to stabilize the economy. Of interest to employers is passage of the Mental Health Parity Act, which requires group health plans to treat mental health benefit the same as other health care benefits. Under this law, health plans with mental health benefits must have the same deductibles, limits on hospital stays, co-payments, out-of-pocket limits, etc. for mental health treatment as other health services. The provisions are effective for plan years beginning one year after enactment. For calendar plan years, the provisions are effective Jan. 1, 2010.

For additional information about the Mental Health Parity Act provisions, see WorldatWork's website, [www.worldatwork.org](http://www.worldatwork.org).

Some other Emergency Economic Stabilization Act (EESA) provisions of interest to employers are:

#### Executive Compensation Limits

The Act authorizes the Secretary of the Treasury to establish a Troubled Asset Relief Program (TARP) to purchase assets from financial institutions. According to an October 2008 bulletin from Hewitt Associates, "EESA includes significant changes in executive compensation for financial institutions that participate in TARP. Institutions selling assets directly to the Treasury will be required to meet pay standards for executive compensation and corporate governance for as long as the Treasury holds an equity of debt position in the financial institution. These pay standards will be applicable to senior executive officers and include limits on compensation, provisions for the recovery of any bonus or incentive, and prohibitions on golden parachute payments.

Separate executive compensation provisions apply to institutions selling troubled assets through an auction process. Once such auction sales (or a combination of direct purchases and auction sales) reach \$300 million, institutions are prohibited from entering into new employment contracts with senior executive officers that provide golden parachute payments. In addition, for such institutions, EESA limits to \$500,000 the company's deduction for compensation paid to covered executives, with no exception for performance-based compensation; and it will expand the application of the

20% excise tax on golden parachutes to include severance payments made to covered executives even if they were made in connection with a change in control."

#### Nonqualified Deferred Compensation

An October 2008 Hewitt Associates bulletin explains: "EESA provides that nonqualified deferred compensation paid to U.S. taxpayers by a tax indifferent party (such as an offshore corporation in a low- or no-tax jurisdiction) will become taxable as soon as the amounts are no longer subject to a substantial risk of forfeiture. The proposal is effective for services performed after Dec. 31, 2008."

#### Alternative Minimum Tax Changes

"EESA provides alternative minimum tax (AMT) relief by increasing the AMT exemption to \$46,200 for individuals and \$69,950 for married couples filing jointly; revising the refundable AMT credit; and offering assistance for AMT taxpayers who exercise incentive stock options," according to the October Hewitt Associates bulletin.

#### Aid to financial, banking industry

These sections of the rescue package have received the most discussion in the media. For a look at Congress' six-page "plain English" description of the financial services-related provisions in the bill, click this link, [http://financialservices.house.gov/essa/eesabill\\_section-by-section.pdf](http://financialservices.house.gov/essa/eesabill_section-by-section.pdf)

### Your Input is Needed For MACNY's Legislative Score Card Survey

All Council of Industry members should have received a message from MACNY's Director of Communications and Government Relations, Karyn Burns, with a link to the **Manufacturing Alliance for New York State's** legislative score-card survey. The Alliance utilizes the feedback we collect from our members on this important survey to help determine what issues are most important to you – New York State's Manufacturers, and what areas to focus our lobbying efforts on for the upcoming legislative session.

**Your input is extremely important.** To fill out the survey, please visit [http://www.macny.org/sb\\_output.aspx](http://www.macny.org/sb_output.aspx) and follow the directions as given.

You will be asked to give a user name and password, those are included in the email sent to you from Karyn.

## Member Profile

**Member Profile:** Elna Magnetics

**Year founded:** 1955

**Location:** Saugerties, NY

**Number of Employees:** 52

**Principle Product:** Distribution and custom machining of a complete line of ferrite and other magnetic core products.

**Website:**

[www.elnamagnetics.com](http://www.elnamagnetics.com)

Elna Magnetics began back in 1955, when Elwood Shreeder, an employee at the Ferroxcube plant in Saugerties, NY, decided he could start his own company that would manufacture custom made ferrite cores. He named the company Elna, a combination of his first name, Elwood, and his wife's, Nancy. This company has grown a great deal in the last fifty three years. In fact they are breaking ground on a new facility in Saugerties, NY.

Elna is a distributor and a custom manufacturer of ferrite and magnetic products used for electromagnetic interference (EMI) suppression, power supplies and transformers. EMI is an electrical disturbance in a system from low frequency waves given off by electro-mechanical devices or high frequency waves from electronic devices. This disturbance can cause sensitive electronic equipment to malfunction, perform improperly or poorly. Ferrites are used to control the magnetic field and convert it so that it dissipates as heat.

Ferrites and other materials such as powdered iron and amorphous alloys are used in power supplies and transformers in various electronic and electrical devices to control the distribution of electricity. A relatively new and rapidly growing application for these products is alternative energy.

Ferrite is a ceramic material with electromagnetic properties. It comes in two varieties, soft and hard, which refer to its magnetic characteristics. The soft variety doesn't retain significant magnetization, but hard ferrite has magnetization that is considered permanent. Soft ferrite is used for



the EMI suppression products such as ferrite cores.

A ferrite core is a hollow bead or cylinder made from ferrite that can be attached to electrical cable to absorb the electromagnetic field that occurs as electricity passes through the wires. This in turn suppresses the EMI. The ferrite is encased in plastic near the plug end of the cable. This is just one simple example of a ferrite product.

Elna Magnetics is not only an authorized distributor of a wide array of ferrite products from companies such as Fair-Rite Products, Ferroxcube, Metglas Inc., EPCOS ferrite, MH&W and MMG, but they also custom manufacture products themselves. Elna has four state-of-the-art computer machining centers (CNCs) that are capable of producing one piece prototypes or producing millions of a particular part, whichever fits the needs of their customer. Elna's machining and manufacturing center is made up of three separate groups: custom machining, assembly, and gapping. They use the latest machining technology and computer operated CNC machines to produce ferrite for customers from the aerospace industry, the military, and even the medical field.



Pat, an Elna Magnetics employee, using the testing machine.

Elna has grown so much since 1955 that they have outgrown their current 18,000 square foot facility and will move into their new 32,000 square foot building in September of 2009. The move will potentially increase their workforce by fifty percent, as well as increase the space available

for warehousing the numerous products that they distribute and allow expansion of their manufacturing operation by providing additional space for new equipment.

Elna Magnetics has been successful because they offer so much to their customers. They carry a large selection of products, provide custom machining and manufacturing of ferrite and other magnetic products, and have great customer service and support to assist with the process. These are the services that draw customers to Elna like steel to a magnet.

***Elna has grown so much since 1955 that they have outgrown their current 18,000 square foot facility and will move into their new 32,000 square foot building in September of 2009.***

## EHS Matters

*The goal of this fair is to provide safety and health awareness to employers, employees and their families through a series of training workshops and informational booths.*

### Health and Safety Fairs in the Hudson Valley

This month there are two health and safety fairs taking place in the Hudson Valley. These one day events provide an excellent opportunity to find out more information on occupational health and safety topics such as falls, electrical safety, hazard communication, lockout/tag out and accident investigation. Below is more information on each event, one is in White Plains, NY and one is in Kingston, NY. There is also contact information provide if you have questions.



On Saturday, *November 8<sup>th</sup>*, the American Society of Safety Engineers (ASSE) Hudson River Valley and Metropolitan Chapters and the Construction Industry Council of Westchester and Hudson Valley, Inc. will hold their **2<sup>nd</sup> Annual Hudson Valley Safety and Health Fair** at the Westchester County Center in White Plains, NY, from 11am to 5 pm.

The goal of this fair is to provide safety and health awareness to employers, employees and their families through a series of training workshops and informational booths. There will be training in English and Spanish on more than eight different topics which include: Scaffolding, falls, electrical safety, machine guarding and lockout/ tag out. This isn't just limited to occupational safety though; there will be information available on seatbelt use, bike helmets and fire safety. There will also be over fifty local health and human service agencies to provide screenings and wellness information.



This event is open to the general public and is free to all participants. They are expecting quite a crowd this year. For more information contact Susanne May -ASSE at (914) 739-9304 x-216 or by e-mail at [smay@wm.com](mailto:smay@wm.com) or Matthew Pepe -CIC at (914)631-6070 or e-mail at [matthew@cicnys.org](mailto:matthew@cicnys.org).

Another health and safety event taking place this fall is the **2008 Safety Council Annual Seminar: Developing Effective Health & Safety Programs**. This full day seminar at the Hillside Manor in Kingston, NY, will be held on *November 12<sup>th</sup>* from 8:00 am until 4:00 pm and is put on by the Safety Council of the Hudson Valley. Featured presenters include OSHA, NYS Dept. of Labor, Liberty Mutual and QuES&T.

The seminar will include information on the OSHA Big 4 (Hazard communication, Lockout/Tag out, PPE, and emergency planning) presented by Paul Wigger from the OSHA Albany office. There will also be information on accident investigations, job hazard analysis, safety committee development and a safety panel question and answer. The event will be wrapped up with an OSHA update from Ed Jerome the OSHA Director for this area.



There will be refreshments served and a buffet luncheon thanks to corporate sponsors. The seminar is free, but attendance is limited and will be on a first come, first serve basis. For more information or to sign up please e-mail [scott@eastaffing.com](mailto:scott@eastaffing.com).



## CI Calendar—What’s Ahead

November 5	<b><u>Executive Roundtable: Manufacturing, Credit and Finance in the Hudson Valley</u></b> - 8:00am at The Council of Industry Office, Desmond Campus, Newburgh, NY. No cost for members.
November 13	<b><u>Customer Service &amp; Sales Training - Attributes of a Critical Thinker</u></b> 8:30am –12:30pm Location: Orange Community College, Newburgh Extension Center –Rm 111, Newburgh, NY. Cost: \$85 Single participant, \$75 two or more from the same company.
November 14	<b><u>The Council of Industry’s Annual Luncheon and Member /Associate Member Expo</u></b> –11:30am –2:00pm at The Powelton Club, Newburgh, NY. Cost: \$50 per person or \$350 for a table of eight.
Jan. 14 & 21	<b><u>Certificate in Manufacturing Leadership: Fundamentals of Leadership</u></b> 8:00am –4:30pm Location: Dutchess Community College, Poughkeepsie, NY. Cost \$185 single participant, \$160 two or more from the same company - see page 2 for early registration discounts.
Jan. 20	<b><u>Strategic Management Seminar: Strategic Decision Making</u></b> - 4:30 pm – 8:30 pm Location: SUNY New Paltz, New Paltz, NY. Cost: \$125 single member, \$100 two members from same company.

*While well off their historic highs, it is interesting that electricity prices have not declined as rapidly as other energy commodities hovering between 10 and 11 cents per kWh for 2009 in NYISO Zone G.*

## Energy Matters

### Electricity Price Decline not as Steep as Oil and Natural Gas

Energy prices (along with other commodities and world stock markets) continued their decline in October. Oil was down below \$62 per Barrel as of this writing (it peaked at \$147 in July) and Natural Gas was under \$7 \$6 per mmt (it peaked at \$14 in July). The overwhelming influences of the threat of worldwide recession, the strengthening dollar and the condition of the equity markets are the factors that are really affecting prices. Hedge funds continue to de-lever, which means selling assets (including futures contracts) to raise cash and reduce risk. It seems like just when you think that conditions are becoming more settled, the market has another 500 point swing and the selling continues unabated.

While well off their historic highs, it is interesting that electricity prices have not declined as rapidly as other energy commodities hovering between 10 and 11 cents per kWh for 2009 in NYISO Zone G. Some reasons for this disparity include the recently enacted Green House Gas Initiative and the tight credit markets. Energy Service Companies need to borrow cash to secure the commodity before they resell it to their customers. That credit is becoming increasingly difficult to secure for some companies.

Aggregation participants that locked in between September and October for 2009, 2010 and 2011 can feel good about that decision.

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## Manufacturing Matters

### Growing Quality Employees—and Keeping Them!

By Andrew Sillin

How often have you heard within your organization the following lament, “I wish we had 10 workers like Joe, or Mary? How can we get our other employees to be more like them?” During my 30 year career this comment was repeated constantly within my organization and as I traveled throughout the region.

Finding and retaining quality employees is one of the greatest challenges facing businesses and organizations in today’s highly competitive work environment. Even in the difficult economic dynamics of this past fall, a quality employee is a precious ‘commodity’. The employees, like the company, are facing enormous financial challenges, so seeking higher pay or more job security is ever present in their daily thinking. Employees measure the company’s commitment to them in various ways, including is the company willing to invest in them as workers by upgrading their skills. An organization which ‘invests’ in the employee is much more likely to retain, and find, the “Joe’s and Mary’s.

Human resource professionals can sight in very specific terms the costs associated with locating and replacing unproductive workers. Given these costs, growing and retaining quality employees is paramount to a company’s success. Having a sound approach to worker training should be an integral part of a company’s business strategy. After nearly 30 years working in the human development field I humbly suggest one valuable lesson, namely companies with clear and committed training strategies for their employees are measurably more successful than those without. Sadly my experience has been that training budgets are the first to get cut, and training schedules are the first to get set aside. Even those organizational leaders, who believe in training, often have difficulty in prioritizing and scheduling worker training opportunities. The Council of Industry, under Harold King’s leadership for the 20 years I have worked with him, has set the highest standards throughout the State for presenting training to his member firms. Yet in my working directly with his staff, I know how they constantly struggled at times in filling training classes.

Approaching training takes leadership, a structured plan, a thoughtful but manageable budget, and a consistent approach which all employees can see. Jack Welch, retired CEO of GE during GE’s heady days, was considered tough, but incredibly successful. He strongly was committed to training and he walked the talk personally, regardless of business cycles.

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During his 17 years as CEO, he spend 250 full days, approximately 15 days per year, personally providing training at GE’s training center to nearly 15,000 GE managers. Clearly he was demonstrating to the whole organization GE’s philosophy and commitment to employee development and excellence.

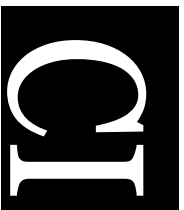
Developing a training plan and philosophy is the first step in demonstrating the commitment to worker development. I suggest the following are several of the elements necessary for an actionable and successful plan.

- The Plan needs to be developed with ‘direct “participation from the company’s leadership team.
- The Plan must established priorities and those priorities need to be revisited given changes in business demands.
- The Plan should leave no one out. All employees should be addressed. Obviously some will receive greater attention, but all should see the company taking an interest in them by receiving some type of training.
- The Plan should deal with four broad subject areas:
  - Leadership/Management development
  - Organizational Improvement
  - Technical subject areas-including unique company specific topics
  - Employee growth and development
- The Plan needs to have a champion who the employees respect, as well as a task master who has management support.
- The Plan needs to have a visible time table with measurable action items.
- The Plan needs to be one which can be evaluated with a tangible return in value.
- The Plan needs to be celebrated within the company by drawing to attention those who complete training.

I recognize that some of the information I reviewed in this discussion is common sense and may not be new. I also know there are other important elements. Nevertheless it is offered in the spirit of Steven’s Covey concept of “sharpening the saw” every now and then. Hopefully I have made a case for employee training and the relationship to finding and retaining excellent employees through a commitment to quality training. Finally, I hope I have reminded the Council of Industry members how valuable the Council is in providing a high quality training service.

***Approaching training takes leadership, a structured plan, a thoughtful but manageable budget, and a consistent approach which all employees can see.***

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