

# CI NEWSLETTER

The Council of Industry of Southeastern New York

Summer 2008

The Manufacturers Association of the Hudson Valley

Volume 12 Issue 7

## Inside this issue:

Training and Education	2
Council News	3
Personnel Matters	4
More Personnel Matters	5
Consumer Price Index	5
Legislative Matters	6
Member Profile - Dunmore Corp.	7
EHS Matters	8
CI Calendar	9
Energy Matters	9
Advertisers	10
Manufacturing Matters	11

### **Save the Date**

**Monday, August 25,  
The Council of Industry's  
Annual Golf Outing,  
Beginning at noon at the  
Powelton Club in  
Newburgh, NY.**

Sponsorship opportunities are available, contact Harold King at (845) 565- 1355 or [hking@councilofindustry.org](mailto:hking@councilofindustry.org) for more information.

Thank you to our lunch sponsor **Joe Pietryka, Inc.** and our cocktail sponsor **Pepco Energy Services.**

## New Council Programs Aimed at Energy Costs

High energy costs are putting a great strain on the budgets of manufacturing companies throughout the Hudson Valley. The Council of Industry is continually looking for solutions to ease the energy burden of our members. Four years ago the Council began our **electricity aggregation**, a group purchase program that has already saved participants millions of dollars. Additionally the Council of Industry and the Manufacturers Alliance of New York are constantly advocating in Albany and Washington for an energy policy that ensures the viability of the manufacturing sector.

While we are proud of these achievements, there is more we can do to help.

The Council of Industry is pleased to announce two new services aimed at further reducing energy costs for Hudson Valley Manufacturers. One is a demand response program designed to reduce energy demand on peak usage days, the other service involves energy reduction engineering and implementation of services.

The Council of Industry in conjunction with the company **Enerwise**, will offer a NYISO (New York Independent Service Operators) demand response program to reduce system wide energy demand on peak usage days. Every summer the "grid" gets taxed to its limits as hot weather means more air-conditioning and greater electricity usage. NYISO needs to ensure the reliability of the grid and often asks companies to reduce their usage during these peak times. **Enerwise** provides innovative solutions to significantly reduce peak electricity costs and increase grid reliability. This is done through Virtual Peak Capacity programs, load management

and control systems, back up generation, real time energy data collection and management and other cost-saving initiatives. In fact Council members may be able to take advantage of various NYISO programs which provide financial incentives to participants who are able to shed electrical loads in response to either market price or capacity criteria.

The second service now available to

Council of Industry members is energy reduction engineering and implementation services.

**SmartWatt Energy Services**, with offices in Clifton Park, Harrison and Rochester, will assist members with the installation of high efficiency lighting and equipment. SmartWatt will engineer and design solutions for



your company with a commitment to significant long-term economic and environmental benefits. **SmartWatt** prides itself on their innovative designs, superior engineering, vigilant project management, and unparalleled customer service. They are unique in that they have no vested interest in a particular type of service, technology, utility company or product.

Most importantly **SmartWatt** works closely with NYSEERDA to help companies maximize the financial incentive available to implement their services. Council of Industry members will receive a discount on the standard fees charges by both **Enerwise** and **SmartWatt**. These Council of Industry programs offer solutions to our member's energy problems.

More information about these programs, including how to become a participant can be found on the Council of Industry's website, [www.councilofindustry.org](http://www.councilofindustry.org), or you can contact Harold King at (845) 565 -1355.

Newsletter Sponsored By



## Training and Education

### Certificate in Manufacturing Leadership Recipients Mix with Board Members at Barbeque



Board members and Certificate recipients talk about their experiences.

The newest class of Certificate in Manufacturing Leadership Recipients had a chance to mix and mingle with the Council of Industry's Board of Directors at a recent barbeque. The event was held at the Council of Industry Office at the Desmond Campus of Mount St. Mary's College and provided an excellent opportunity for feedback on the Council's Certificate program.

The board members welcomed this opportunity to meet and find out more about the recipients as well as ask them questions about their experience in the certificate program. Vince Sauter from FALA Technologies, Inc. told about how impressed he was with the program, especially that it was held

locally (at Dutchess County Community College) yet offered courses that you would otherwise have to travel to New York City or the capitol district to attend. His sentiments were echoed by the others, all of whom were very enthusiastic about the program. Suggestions were made, and dually noted, about ways to improve the program for next year as well as some discussion about whether there should be a program to follow up with once certificate recipients have been using their leadership skills for a while.

The evening was a success despite the brief thunderstorm that kept the barbeque in doors. New lines of communication were formed and connections were made and in some cases reinforced, demonstrating that the Council of Industry really is all about keeping manufacturers here in the Hudson Valley connected to each other.



Certificate Recipients: Vince Sauter (Fala Technologies), Henry Bautista (Balchem Corp), Maria Santos (Zierick Manufacturing), LaMarr Joseph (Alcoa Fastening Systems), James Barra (Zierick Manufacturing)

*The board members welcomed this opportunity to meet and find out more about the recipients as well as ask them questions about their experiences in the certificate program.*

#### **Regulatory Refresher Training -**

These are full day courses.

##### **RCRA Hazardous Waste Training**

**When:** Sept. 10, 8:30am-12:30pm

**Where:** To be announced

**Cost:** \$100 single member, \$85 two or more

**Presented by** HRP Associates, Inc.

##### **Blood Borne Pathogens**

**When:** Sept. 24, 9:00am -11:00am

**Where:** To be announced

**Cost:** \$50 single member, \$45 two or more

**Presented by** Kleinfelder.

##### **DOT Hazardous Materials Training**

**When:** Oct. 8, 8:30am-12:30pm

**Where:** To be announced

**Cost:** \$100 single member, \$85 two or more

**Presented by** HRP Associates, Inc.

##### **HAZWOPER**

**When:** Oct. 22, 8:30am-4:30pm

**Where:** To be announced

**Cost:** \$150 single member, \$135 two or more

**Presented by** HRP Associates, Inc.

#### **Customer Service and Sales Training**

These are a mix of full and half day courses **presented by Debra Pearlman, DP Sales Pro**, tailored to the Manufacturing Industry.

##### **Completely Outstanding Customer Service**

**When:** Sept. 18, 8:30 am - 4:30 pm

**Where:** To be announced

**Cost:** To be determined

##### **How to Handle Difficult or Irate Customers**

**When:** Oct.2, 8:30 am - 12:30 pm

**Where:** To be announced

**Cost:** To be determined

##### **Empathetic and Effective Listening Skills**

**When:** Oct. 16, 8:30 am - 12:30 pm

**Where:** To be announced

**Cost:** To be determined

##### **Taking Your Customer Service & Sales Cycles For a Spin**

**When:** Oct. 30, 8:30 am - 12:30 pm

**Where:** To be announced

**Cost:** To be determined

##### **Attributes of a Critical Thinker**

**When:** Nov.13, 8:30 am - 12:30 pm

**Where:** To be announced

**Cost:** To be determined

For more information or to register go to our website [www.councilofindustry.org](http://www.councilofindustry.org) or contact Ana Maria Murabito at [anamaria@councilofindustry.org](mailto:anamaria@councilofindustry.org) or (845)565-1355.

## Council News

### Lessons from “The Office”: Workshop on Labor and Employment Law

Richard Landau from Jackson Lewis LLC did an incredible job of taking a hilarious television show about a fictional paper company and using it as a jumping point for explaining the importance and relevance of



Richard Landau dissecting an episode of “The Office” to illustrate important Human Resource issues.

several Labor and Employment Laws.

If you have ever seen an episode or even a commercial for the NBC hit show “The Office”, you are aware that it is about as dysfunctional a company as can be. With this in mind Mr. Landau used two different episodes from last season to highlight several violations of not just rules and laws but common decency and gave great insight as to how to avoid these situations within your own company.

Some of the subject matter covered was why solicitation rules are important and how to enforce them, different ways to handle disciplinary actions, and dealing with respect or lack thereof with in an office community. The two major topics that were dealt with in depth were substance abuse and what to do if you suspect an employee is under the influence of a drug or alcohol. There was also a great deal of information provided on sexual harassment and pointers on how to go about documenting this kind of complaint.

There was so much information packed into this presentation that hopefully we will be able to do this type of workshop again with a focus on some different human resource topics. The fall season of “The Office” will certainly provide plenty of fodder for Mr. Landau to choose from.

### EHS Sub-council Meeting: REACH Requirements— Are You Up to Speed?

The next Environment Health and Safety Sub-council meeting will be on Registration, Evaluation and Authorization of Chemicals (REACH) and presented by Tom Seguljic P.E. from HRP Associates.

**Who Does REACH Impact?** If you or your customers produce or export chemical substances, preparations (mixture or solution composed of two or more substances) or articles (e.g. manufactured goods such as textiles, electronic chips, furniture, books, toys, kitchen equipment), to any of the 27 European Union (EU) Member States, you may be subject to REACH.

**Substances and articles subject to registration must be pre-registered between June 1, 2008 and November 30, 2008 to take advantage of the extended registration deadlines noted below. As of January 2009, items not pre-registered cannot be marketed without a full registration.**

**When:** Friday, Sept. 19, from 8:00 am to 9:30 am

**Where:** Council of Industry Office

**Cost:** \$15 per person

For more information or to register contact Alison Butler by e-mail at [abutler@councilofindustry.org](mailto:abutler@councilofindustry.org) or call (845) 565-1355.

*Wellness  
Responsibility  
makes  
employees  
responsible for  
maintaining or  
improving those  
aspects of their  
health that they  
have control  
over.*

### HR Sub-council Meeting: Wellness Initiative

This seminar presented by Rose & Kiernan, Inc. will discuss the merits of Wellness Responsibility programs. Wellness Responsibility makes employees responsible for maintaining or improving those aspects of their health that they have control over. This is done through creating meaningful financial incentives for participation and meeting certain biometric standards or participation in e-learning modules and programs. The Wellness Responsibility program is presented along with a brief overview of Health Savings Account and Health Reimbursement Agreement programs.

**When:** Friday, Sept. 26, 8:00 to 9:45 am

**Where:** The Council of Industry Office, Desmond Campus, Newburgh, NY

For more information or to register contact Alison Butler at [abutler@councilofindustry.org](mailto:abutler@councilofindustry.org) or (845)565-1355

## Personnel Matters

### How Men and Women Communicate and Why Both Are Right

By Lauren Supraner, CAL Learning

Men and women think and act differently. That's nothing new. How these differences affect workplace productivity is, however, something worth reexamining. Understanding, embracing and capitalizing on these differences can be a great benefit in the workplace. Forget Mars and Venus and come back to Earth. Both male and female communication styles are valid and useful, and the person who is flexible enough to adopt both will be the most successful.



**A good communicator knows that communication is best when viewed contextually—what's the best way to get my message across to this audience in this situation. By mirroring someone's communication style you are affirming their values in that area.**

In the workplace, both women and men seek reward, recognition and respect, though they may define these differently and have different approaches to achieving them. These differences can lead to misunderstanding and conflict. Research has shown clear differences in the way men and women think and act. In the workplace, men and women have different communication styles, leadership styles and preferred work environments. They also differ in their approaches to problem-solving, stress management and motivation.

**In general, women's communication style is relationship oriented.** For them, people take priority over things. In interpersonal relations, women tend to focus on the group and seek collaboration. They tend to be more adverse to conflict, and therefore seek consensus. Women value and want to maintain harmony and, as a result, adopt an indirect communication style. Communicating indirectly, women may offer suggestions rather than directives. This style of communicating does not reflect uncertainty, but presents the opportunity for feedback, collaboration and relationship building. In terms of nonverbal communication, women smile more and assume less aggressive or assertive postures than men.

**Men's communication style is oriented towards the task and finding solutions,** not on building relationships. Men tend to be more individualistic. Their communication style is direct. They are more competitive, are more comfortable bringing up and confronting problems openly and directly. Since they are not focused on relationship building, they do not take criticism as personally as women do. Their communication style can be seen as abrupt or aggressive by women who want to maintain harmony. Unlike women, who communicate to establish relationship, the purpose of communication for men is to impart information, solve problems and establish status.

**Men's and women's communication style grows out of their values.** These values influence not only their behavior, but their perceptions of others and events as well. Each may view the other's communication style as inappropriate or difficult to work with. However, both styles are valuable and useful. This diversity of styles offers great values to work teams, providing different perspectives, approaches, and skills that broaden options in problem solving.

**A good communicator is able to shift between male and female communication strategies as needed.** A good communicator knows that communication is best when viewed contextually—what's the best way to get my message across to *this* audience in *this* situation. By mirroring someone's communication style you are affirming their values in that area. People who understand and can use both styles will have a larger skill set to draw on. Being flexible to use both communication styles is helpful not just when speaking to the opposite gender, but when dealing in cross cultural situations as well. High context cultures, such as Asian and Hispanic, are also relationship oriented, with focus on the group and maintaining harmony. Relationship building is critical for doing business in these cultures.

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

## More Personnel Matters

### Rent-a Geezer: The "FlexGeneration" Is Here

By Steve Bruce, From The HR Daily Advisor, www.hrdailyadvisor.blr.com

Enough of Gen X and Gen Y—now we've got Flex-Generation<sup>SM</sup>. This new category includes mid-career execs who want more flexibility or more varied experiences, and those at retirement age who want fulfilling work. They want to fill emerging gaps in your workforce—but only on their terms.

How do you match up those eager flexers with the companies that need them? Today's experts are trying to make a business of it — a business that Dick Youngblood of the *Minneapolis Star Tribune* calls "Rent-a-Geezer."

The experts, Mary Christensen and Demian Martin, prefer to call this demographic "experienced resources."

#### Demographics Tell the Story

Youngblood noted that three factors favor businesses like Experienced Resources:

1. First, the tidal wave of Baby Boomers is beginning to hit retirement age. We've been talking about this for years, but now it's actually here. The earliest boomers have just qualified for Social Security.
2. The total number of experienced people in the workforce—those that organizations need to keep running—is likely to fall.
3. Most baby boomers expect to work at least part-time in retirement, a recent survey done by AARP found.

Taken together, these factors suggest that companies are going to need the help, and the Boomers are eager to provide it. What was needed was a middleman to put the two together.

#### Buying Time for Search

A recent *Wall Street Journal* article by Sarah E. Needleman suggests another reason for using temp execs—to "buy time" while looking for a

permanent employee. In fact, one placement firm noted that 25 percent of its temporary placements ultimately transition to full-time.

#### Can You Be Your Own Middleman?

Part of the appeal of using an outfit like Experienced Resources is that they handle all the arrangements, payroll, taxes, etc. You just get the person sitting at a desk with no hassles. The placement approach also appeals to workers because they have someone to negotiate for them and handle details.

Of course, you can also be your own middleman. Either way, it's advisable that employers start to do some thinking about whether they might need flexers to fill gaps that might open in their employment picture. Here are the steps to take:

1. **Analyze your workforce.** Where are you likely to be losing people, and how hard will it be to replace them? Would hiring temporary execs give you time to conduct calm searches for permanent replacements?
2. **Do internal legwork.** Once you see where the trouble spots will be, brainstorm how to address them. Do you have a cadre of recent retirees? Might current workers be interested in working part-time after retirement? What sorts of incentives are you willing to offer in terms of flexibility, part-time, or project basis?
3. **Look outside.** What other organizations might have the kinds of workers you need? What placement companies (like Experienced Resources) are at hand? It might be time to get a relationship going, so they can look for the people you are likely to need.

The alternative: Do nothing and you may find yourself on the hot seat, answering questions like, "What do you mean our key design engineers have retired and we can't find replacements?"

*This new category includes mid-career execs who want more flexibility or more varied experiences, and those at retirement age who want fulfilling work. They want to fill emerging gaps in your workforce—but only on their terms.*

## Consumer Price Index - May 2008

				Point	%	% Increase
Wage Earners & Clerical	May.'07	May	Apr.	Increase	Month	Year
1967=100	606.6	633.8	627.6	6.2	1.0	+4.5
1982-84= 100	203.7	212.8	210.7	2.0	1.0	+4.5
<b>All Urban Consumers</b>						
1967=100	622.9	648.9	643.8	5.13	0.8	+4.2
1982-84=100	207.9	216.6	214.8	1.8	0.9	+4.2
Hudson Valley Unemployment Rate for May 2008 = 4.8%						

## Legislative Matters

*The purpose of this alliance is to provide members of the Council of Industry 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.*

### Council of Industry and OSHA Form Alliance

At a signing ceremony on Wednesday, July 16, the Council of Industry of Southeastern New York formed an alliance with the Occupational Safety and Health Administration (OSHA) to help its members develop and implement safety management programs.



Ricca, Cortez, King and Jerome sign OSHA Alliance.

The Council of Industry has been the manufacturing association for the Hudson Valley since 1910 and one of its top priorities is to encourage a safer and healthier workplace for its member companies. To assist in achieving this goal, the Council's Board of Directors voted to establish this alliance with OSHA.

The purpose of this alliance is to provide members of the Council of Industry 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. The alliance will provide Council members the opportunity to participate in a voluntary cooperative relationship with OSHA for the purposes of training and education, outreach and communication and promoting a national dialogue on workplace safety and health.

"Our members understand the importance of a safe workplace," said Harold King, Executive Vice President of the Council of Industry. "It is good for the company, good for workers and, by extension, good for the community. For years we have had a cooperative relationship with OSHA. This alliance cements that relationship."

Mr. King signed the alliance along with Lou Ricca, the acting OSHA Region II Deputy Regional Administrator, Diana Cortez, the Area Director from the OSHA Tarrytown Area Office, and Ed Jerome, the Albany Area Director for OSHA. Members of the Council of Industry's Board of Directors and Health and Safety coordinators for member companies were also in attendance at the event.

According to Ms. Cortez and Mr. Jerome this is the first such alliance signed with a manufacturing association in the Hudson Valley, previously the OSHA alliances have focused on the construction industry.

This alliance will prove to be a valuable tool for Council of Industry members as it brings them more resources to ensure a safe workplace for their employees.

### Dept. of Homeland Security Has Begun Notifying Facilities

As you may be aware, last January, the Department of Homeland Security (DHS), required facilities that store, process, or otherwise are expected to maintain Chemicals of Interest (i.e. chemicals listed in 6 CFR 27 - Appendix A) in quantities over the Threshold Quantity to submit a Top-Screen Analysis using the Chemical Security Assessment Tool (CSAT). The DHS has recently begun notifying facilities if they are "High-Risk" or "not a High-Risk".

#### "High-Risk" Facilities

If your facility has received a letter notifying you that you are a "high-risk" facility (i.e. placed in preliminary Tiers 1-4). Then you must perform a Security Vulnerability Assessment (SVA) or Alternate Security Program (ASP) within the following timelines:

- Preliminary Tier 1 facilities - 90 days to complete and submit the SVA after receipt of notification;
- Preliminary Tier 2 facilities - 120 days to complete and submit the SVA after receipt of notification;
- Preliminary Tier 3 facilities - 150 days to complete and submit the SVA after receipt of notification; and Preliminary Tier 4 facilities - 180 days to complete and submit the SVA or an ASP in lieu of an SVA after receipt of notification.

Once the SVA has been submitted, the DHS may require facilities to implement a Site Security Plan (SSP). In addition, it is important to note that Tier 1 and Tier 2 will also require a SSP to be implemented and, based on the analysis of the SVA Tier 3 and 4, may also need to implement one. The requirements for the SSP are still being compiled by the DHS at this time.

#### "Not High-Risk" Facilities

If DHS has notified your facility that the facility is not a "high-risk" facility, then no further requirements of the Chemical Facility Anti-Terrorism Standards (CFATS - 6 CFR 27) are applicable.

**If you have any questions or would like HRP to assist you in the submittal of your facility's SVA,**

**please contact Jesse Zahn**

**[jesse.zahn@hrpassociates.com](mailto:jesse.zahn@hrpassociates.com) or Christopher Mazur [chris.mazur@hrpassociates.com](mailto:chris.mazur@hrpassociates.com) at 1-888-823-6427.**

## Member Profile

**Member Profile: DUNMORE Corporation.**

**Year founded: 1970**

**Location: Brewster, NY**

**Number of employees: 47**

**Principle product: Coated, laminated and metallized films used for printing media and imaging, security labels, surfacing and specialty applications.**

**Website: [www.dunmore.com](http://www.dunmore.com)**

Dunmore Corporation is a Hudson Valley manufacturer that produces a very specialized, niche item: coated, laminated and metallized film, but the uses for this item are incredibly broad. All it takes is a trip to Dunmore's website to realize this film is everywhere. The coated film can be applied to the appliances in your kitchen, to parts in your car, the clothing you wear, the packaging on the food you buy and

many more items that utilize this technology. There wasn't always such a wide spectrum of products using this special film. Through the years, this company and its products have developed and diversified in many ways.

When Dunmore Corporation was founded in 1970 by Michael Sullivan, the company produced coatings and metallizing film for use in garlands, pompoms labels and other ornamental items. Over the years though, the company has evolved into the development of specialized film applications used in aerospace and aircraft applications, insulation, decorative laminate films for appliances and films used in durable labels and medical packaging. Most recently, Dunmore has developed products for use in the fields of solar and other renewable energies.

As Dunmore Corp. has expanded, from



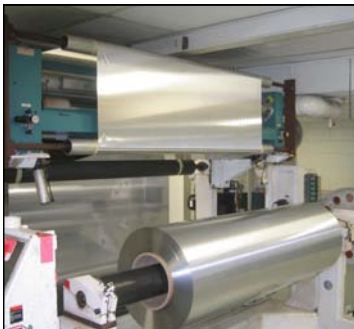
one site, to three ISO -9001:2000 certified facilities, they still remain a closely held private company headquartered in Bristol, Pa. In addition to the plants in Brewster NY, and Bristol PA, there is also a plant in Freiberg, Germany, making Dunmore a global manufacturer with multiple capabilities at each site.

The manufacturing process Dunmore uses sounds deceptively simple. Typically Dunmore acquires polyester, vinyl, polyethylene or some other type of film which is then metalized, coated or laminated to meet a specific performance requirement. This process is called "converting" in the industry. The films are then sold to different manufacturers who will use them in a wide range of applications such as reflective insulation in homebuilding, decorative laminations for home décor and appliances and transfer foils to give a metallic look to fashion accessories.

Dunmore does more than just manufacture films, are also problem solvers. In fact it is their product quality, combined with their integrity and track record of success with hard to solve product solutions that makes them stand out from their competitors. Dunmore Corporation is proud of their high rate of repeat customers over their thirty eight year history.

As mentioned above, Dunmore's latest products are for solar energy, printable films and insulation and they are receiving global recognition for these.

As Dunmore looks to the future they have plans to expand their export business into other parts of the world and make their products and capabilities known to all prospective buyers that may need them. In fact Dunmore's tagline is "Making films function around the globe and beyond."



A laminating machine at work in one of Dumore Corporation's manufacturing facilities.



Dunmore's photovoltaic backsheet for solar panels.

***Dunmore does more than just manufacture films, They are also problem solvers. In fact it is their product quality, combined with their integrity and track record of success with hard to solve product solutions that makes them stand out from their competitors.***

## EHS Matters

**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 or years or can cause death.**

### ARC FLASH, WHAT IT COULD MEAN TO YOU

By Jeffrey R. Sotek, PE, CSP, CIH from HRP Associates, Inc.

Arc Flash is a type of electrical explosion that creates pressure waves that can 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. The pressure waves can also propel loose material like molten metal, pieces of damaged equipment, tools and other objects, through the air.

**Why Should You Care?** Arc flash is now a "hot button topic" of many manufacturers due to employee safety concerns, corporate liability, and OSHA fines. 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 or years or can cause death. One of the major causes of electrical burns and deaths to workers is ignition of non-fire rated clothing due to an arcing fault. Treatment costs can exceed \$1,000,000 per case. 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.

#### Where do arc flash hazards occur?

A hazardous arc flash can occur in any electrical device, regardless of voltage, in which the energy is high enough to sustain an arc. Potential places where this can happen include:

- Panel boards and switchboards
- Motor control centers
- Metal clad switch gear
- Transformers
- Motor starters and drive cabinets
- Fused disconnects

Any place that can have equipment failure

#### Who is at risk?

Some of the employees at risk from arc flash hazards include electricians, mechanics, HVAC personnel, and line workers. According to many experts, the most dangerous tasks include:

- Removing/installing circuit breakers/fuses
- Working on control circuits with energized parts exposed
- Racking circuit breakers in and out of switch gear
- Applying safety grounds
- Removing panel covers
- Low voltage testing and diagnostics

#### OSHA, Arc Flash Hazards and NFPA 70E

Arc flash is currently regulated by OSHA under its established rules in 29 CFR 1910 Subpart S for safe work practices, as well as in 29 CFR 1910.132, the completion of personal protective equipment hazard assessments. For electrical citations, since many are performance based,

OSHA also commonly uses the general duty clause (employer must furnish a workplace free of recognized hazards) as evidence that a hazard is "recognized." Industry consensus standards, such as National Fire Protection Association's (NFPA) Standard for Electrical Safety in the Workplace or NFPA 70E. NFPA 70E can be used as a guide for employers to meet performance criteria and OSHA can use them as evidence of whether the employer has acted reasonably. For electrical safety and arc flash, NFPA 70E is currently being widely used by major industry to meet OSHA's performance-oriented language. The relationship between the OSHA regulations and NFPA 70E can be described as OSHA is the "shall" and NFPA 70E the "how."

#### To meet the requirements of NFPA 70E, an employer must:

- Develop and implement a written Electrical Safety Program;
- Develop and maintain single line drawings line to identify (1) all the sources of power to a specific piece of equipment, (2) the interruption capacity of devices at each point in the system, and (3) all possible paths of potential backfeed;
- Conduct a hazard / risk evaluation;
- Develop safe work practices;
- Label switchboards, powerboards, control panels and motor control centers to warn of potential arc flash hazards;
- Select personal protective equipment; and
- Train qualified and unqualified employees.

Commonly accepted means to assess arc flash hazards is available in the NFPA 70E-2004 and Institute of Electronic and Electrical Engineers (IEEE) 1584 Guide for Performing Arc Flash Calculations. In this assessment the employer needs document the incident energy exposure to the worker. The incident energy exposure level is based on the working distance of the employee's face and chest areas from a prospective arc source for the specific task to be performed. Based on these calculations, the types and levels of flame-resistant (FR) clothing and personal protective equipment (PPE) that is to be used by the employee associated with the specific task is defined. **What does this mean?** In the words of one electrical contractor, "NFPA 70E has changed the way as an industry we look at electrical safety. Even for testing of an electrical circuit to confirm zero energy state, proper PPE must be worn, such as an arc rated face shield and flame resistant coveralls."

**If you have any questions about arc flash or need assistance, please don't hesitate to contact Jeffrey R. Sotek, PE, CSP, CIH at 888-823-6423.**



## CI Calendar—What’s Ahead

August 25	<b>Council of Industry Golf Outing</b> - 12:00 Lunch, 1:00 Shotgun start at The Powelton Club, Newburgh, N.Y. Cost \$135 per person /\$510 for a four-some.
Sept. 10	<b>Regulatory Refresher Training - RCRA Hazardous Waste Training</b> - 8:30am -12:30pm Location: TBA Cost: \$100 single member, \$85 two members from same company, \$135 non-members.
Sept 18	<b>EHS Sub-council Meeting: REACH Requirments</b> - 8:00am -9:30am Location: Council of Industry Office, Desmond Campus, Newburgh, NY. Cost \$15 per person.
Sept. 19	<b>Customer Service &amp; Sales Training — Completely Outstanding Customer Service</b> 8:30am -4:30pm Location: TBA Cost: TBD
Sept. 24	<b>Refresher Training — Blood Borne Pathogens</b> - 9:00am -11:00am Location:TBA Cost: \$100 single member, \$85 two members from same company, \$135 non-members.
Sept. 26	<b>HR Sub-council Meeting: HRA/HAS Wellness Initiative</b> - 8:00am-9:45am Location: Council of Industry Office, Desmond Campus, Newburgh, NY.

## Energy Matters

### Is a 4 Day Work Week Right for You?

To help their employees with the high cost of commuting, several of our member firms have moved from a standard 5 day, 8 hours per day work week to a 4 day, 10 hour per day work week.

The notion of our standard work week here in America has remained largely the same since 1938. That was the year the Fair Labor Standards Act was passed, standardizing the eight hour work day and the 40 hour work week. Each Monday, Tuesday, Wednesday, Thursday and Friday workers all over the country wake up, get dressed, eat breakfast and go to work. But the notion that the majority of the workforce should keep these hours is based on nothing more than an idea put forth but the Federal government almost 70 years ago. To be sure it was an improvement in the lives of many Americans who were at the time forced to work 10+ hours a day, sometimes 6 days of the week. So a 40 hour work week was seen as an upgrade in the lives of many of U.S. citizens. 8 is a nice round number; one third of each 24 hour day. In theory it leaves 8 hours for sleep and 8 hours for other activities like eating, bathing, raising children and enjoying life. But the notion that we should work for 5 of these days in a row before taking 2 for ourselves is, as best I can tell, rather arbitrary.

The idea of a shorter work week is not a new one to anyone old enough to have lived through the energy shocks of the 1970's. It should be fairly obvious to anyone interested in conserving oil that reducing the number of daily commutes per week would reduce the overall demand for oil. There are about 133 million workers in America. Around 80% of them get to work by driving alone in a car.

So let's stop and do some math and see why a four day work week may be a good idea.

The typical commute for a Hudson Valley employee is 24 miles each way. In a 5 day work week that is 240 miles per week. Average fuel economy is 21 miles per gallon. With gas prices hovering at \$4.50 per gallon that means the typical commute costs your typical employee \$51.43 per week. By switching to the 4 day week the miles per week drops to 192 and the total cost per week drops to \$42.67 for a savings of \$8.76. times 50 weeks (2 week vacation) that savings is \$438 per year. Not a small amount to put back into the pockets of your employees.

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## Manufacturing Matters

### Nice Car, Long Journey

By James P. Womack Founder and Chairman Lean Enterprise Institute

2008 marks the 100th anniversary of the introduction of the Model T Ford. This truly is “the machine that changed the world”, even if the title of a 1990 book might suggest otherwise! Nearly 16 million copies were built over 19 years of production as the world was motorized.

The Model T was an extraordinarily sophisticated technical achievement in 1908 and I often say – to the irritation of my friends in Detroit – that there hasn't been a truly new idea in the auto industry since Ford's car introduced reliable personal transportation for everyone at an affordable price.



What is significant for lean thinkers is that many of the product development methods we still struggle to implement today were pioneered by Henry Ford and his engineers as they designed the Model T in 1908. In particular, a design team huddled in one room with the Chief Engineer (a real obeya room!), working to a tight timetable (three months!), to design a highly modular vehicle that was easy to assemble, and one with easy access to every part for maintenance.

Equally important, many of the methods employed in lean production were pioneered between the launch of the Model T in 1908 and the completion of Ford's Highland Park factory in Detroit in 1914. Ford's team achieved consistently interchangeable parts (for the first time in volume production), single-piece flow in fabrication by locating many technologies in process sequence, standard work and precisely repeatable cycle times, a primitive pull system for parts supply, and a remarkably horizontal, value-stream focus for the entire production process that minimized total lead time. The innovation most visible to the public – the moving final assembly line – was actually introduced last – in the fall of 1913 – and was only possible because of the previously pioneered innovations. Thus the Model T helped start us all on a long, lean journey.

But why has the journey been so long? How can it take a century to universally embrace some very simple concepts? Why has Ford's own company struggled to apply the full logic of the ideas first approximated in 1908? And how can we go faster?

I've been thinking about these questions for a long time and I don't have all the answers. But I do have a few observations:

**Determine the right destination before you start the journey:** As the length of the journey to a completed lean enterprise sinks in, I often hear the expression “it's the journey, not the destination.” And it makes me grumpy every time I hear it. If we really have no expectation on our watch of creating mature lean enterprise, but instead just want the pleasure of applying lean techniques to random processes, then let's take the next exit and do something else.

In fact the reason the journey takes so long for many organizations is that they have no clear agree-

ment on just what the right destination is. And in particular they make no connection between meeting the business needs of the organization – the true purpose of any process improvement – and the right sequence of steps to take.

The key trick, as I now understand, is to pick an initial destination – an improvement in the performance of key processes that will permit the organization to prosper by addressing the customer's needs. Once that destination is reached, it's time pick another, further along the path toward perfection, that materially benefits the organization. And so on.

This also suggests something about the very nature of “perfection”: Since the purpose of any process keeps changing as customer and organizational needs keep changing, perfection is a moving rather than a stationary target.

**Management is more important than tools:** Ford pioneered a concept for low-cost personal mobility and a series of lean design and production tools to make this concept practical. His problem was that he never created a management system that could sustain his methods. After his departure, a formal manage-by-results system was installed to replace the informal management-by-process approach of Ford's early days. And the company is only now returning to its roots, trying again to embrace process-focused management.

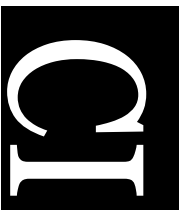
I see the same pattern in many organizations today. Lot's of good lean techniques tied to a mass-production management system, without any awareness that you can't have sustainable lean processes without lean management.

**Good things do take time:** When I first started visiting companies trying to make a lean leap in the 1980s, it seemed obvious to me that a transformation could be completed very quickly. In retrospect, what's more obvious is that I could reach this breezy conclusion because I wasn't the one on the gamba doing the heavy lifting! I now understand that my happy estimate that a lean transformation could be completed in five years was far from the mark. The challenge is to make steady progress with clear interim objectives (successive destinations) that actually can be achieved, building momentum for further progress. Thus a better mantra is “it is the journey, but to the right destinations.”

I see a pattern of organizations initially dabbling with lean tools – probably in the form of a “program”. They gain some results, followed by backsliding, followed by a realization that management comes first and tools come second. This leads to a new round of progress and arrival at an interim destination. Then a new management team picks up the challenge, perhaps after a pause or even a relapse, and the organization sets off toward the next destination. It's not pretty to watch and it's not “efficient” in terms of making the most progress in the least amount of time. But it is progress. So let's say a word of thanks to the humble Model T, on its centennial, for helping start us up this path.

**What is significant for lean thinkers is that many of the product development methods we still struggle to implement today were pioneered by Henry Ford and his engineers as they designed the Model T in 1908.**

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