

MANUFACTURING MATTERS

Are You Prepared for the Fourth Industrial Revolution? MACNY is Here to Help.



Randy Wolken, President & CEO

Are you ready for the Fourth Industrial Revolution or Industry 4.0? This is how historians and futurist are describing what is transpiring in manufacturing today. The Fourth Industrial Revolution is characterized by the fusion of technologies that merge the physical, digital, and biological spheres. And, the speed of technological and process breakthroughs has no historical precedent. Moreover, it is disrupting every industry globally to include entire systems of production, management, and governance.

We stand on the brink of an industrial revolution that will fundamentally alter the way we live, work, and relate to one another. In its scale, scope, and complexity, it could be unlike anything humankind has ever experienced before.

Just some of the important changes we are seeing – and will see increasingly more of - include:

- **Robot-Assisted Production:** The entire basis of industry will rely on smart devices equipped with cameras, sensors, and actuators interacting with the environment and workers.
- **Self-Driving Logistics Vehicles:** With the assistance of big data, self-driving vehicles will allow for unrestricted working hours and much higher utility.
- **Production Line Simulation:** Manufacturers will optimize production and save money through simulating production lines and rapidly changing their production.
- **Predictive Maintenance:** Smart devices will allow manufacturers to predict failures – and smart machines will independently maintain themselves.
- **Machines as a Service:** Manufacturers will sell a machine as a service. Instead of selling the entire machine to the client, the machine will be set-up and maintained by the manufacturer while the client takes advantage of the services it provides.

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Advocating For The Growth And Development of New York's Manufacturing Sector
Serving Manufacturers For Over 100 Years

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- learn more about MACNY's services and how to better utilize your membership?
- meet our staff and, more importantly, have an opportunity to meet other MACNY members and learn more about what they do in our community?

We are excited to be holding Maximize Your Membership sessions on the second Thursday of each month from 9 AM - 10 AM.

Mark your calendars for our next three meetings...

July 13 August 10 September 14

Please contact Cindy Nave at cnave@macny.org or 315-474-4201 ext. 11 to sign up for any of our upcoming sessions!

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Visit them at: <http://www.magnusprecision.com>

If you know of companies that could benefit from a MACNY membership, please contact Cindy Nave at 315-474-4201 ext. 11 or cnave@macny.org.





Randy Wolken
President & CEO

What's In Store for You and Your Organization

Each year MACNY expands existing services while also finding new ways to serve you, our members. With over 104 years of success in serving technology and manufacturing companies, we offer an unmatched ability to help companies and individuals thrive in the most change-oriented and globally competitive environment our region has ever witnessed. With the myriad of changes occurring, each individual and business needs a trusted partner to navigate towards success. MACNY is just that. With over 300 events and offerings per year, we are able to serve thousands of individuals. This coming year will be no different. Let me highlight just three such opportunities. (For a full listing of all we can do with you, visit www.macny.org.)

This year we will dramatically expand our services to each individual within our member companies. We will do so by offering each company the opportunity, as a part of their membership, to select a person to experience the true depth and breadth of all of our professional development experiences and training. Nowhere else in our community

can you get this kind of experience. This person will become the gateway to what everyone else within their member company could – and will – experience, if they choose to do so. The sheer speed – and expansiveness – of our changing economy means each and every job will change – some of them overnight! We need new skills – and relationships – to help us retool and transform ourselves. Now, you have that tool – Individual Membership at MACNY. Over the course of the year, look for your company's enrollment in this opportunity or contact Marisa Norcross at mnorcross@macny.org to find out more details today.

Another area of great opportunity at MACNY is for senior leaders of MACNY's businesses to join together to advance important and meaningful change at the state and federal level of governance. Our Manufacturers Roundtable will identify and advance efforts that improve our members' ability to be successful here in New York State. Join this effort to learn how we can change critical areas of our economy – together. For more information contact Karyn Burns at kburns@macny.org.

A new area of focus is helping companies expand their approaches to grow their revenues through collaboration. MACNY supports and hosts the Aerospace Alliance of Upstate New York (AAUNY). This fast growing group of companies from throughout New York State can jointly grow their opportunities and promote the region to the world – and is doing so in a big way already. If you would like more information on participating in AAUNY or if you are interested in knowing more about economic clusters of Upstate New York, contact Cindy Oehmigen at coehmigen@macny.org.

Finally, MACNY closes its fiscal year and program year each June – and then begins the next in July. Each year I am reminded of how special our members are and what they do for the community. Technology and manufacturing is the wealth creation engine of our local economies – vital to our success. Thank you for all you are doing to help our communities thrive!

Business Activity Rebounded Strongly in New York State

Business activity rebounded strongly in New York State, according to firms responding to the June 2017 Empire State Manufacturing Survey. The headline general business conditions index shot up twenty-one points to 19.8, its highest level in more than two years. The new orders index posted a

similar increase, rising twenty-three points to 18.1, and the shipments index advanced to 22.3. The inventories index climbed to 7.7, indicating a rise in inventory levels, and labor market indicators pointed to a modest increase in employment and hours worked. The pace of input

price increases was unchanged, while selling price increases picked up somewhat. Looking ahead, firms remained optimistic about the six-month outlook. For more information visit www.newyorkfed.org.



Karyn Burns

VP, Government Relations & Communications



Next Steps: Changes in Energy Policy, Win-Win for New York State Manufacturers

As the 2017 legislative session winds down, MACNY begins looking into the longer term “growth agenda” policy issues we would like to address in the upcoming months. One of critical importance to manufacturers is a thorough review, assessment, and change in some of our many energy policies here in New York State.

As you are aware, there are multitudes of ways that our state’s business community and residents feel that New York State can bolster economic growth. I agree with the popular sentiment that it is generally less important to provide economic development incentives and programs, and rather more important to create a better business climate. Currently, the business climate consists of costly regulations and mandates, high taxes and fees, and increasing costs in areas including but not limited to workers’ compensation (despite the recent improvements), Medicaid, and tort reform. Therefore, our state’s manufacturers and businesses are paying for these costs, instead of investing in their companies and our regions. Businesses outside of New York State are turning away before we even have an opportunity to pitch the many benefits of being a New York State business, based on preexisting costs alone. And just as bad, businesses are packing up to relocate elsewhere or shut down, because they simply can’t take the fiscal burden anymore. The time is now to be more **strategic** about bolstering economic development.

One such way we can do this is through more strategic energy initiatives. Without question, reliable, low cost, and diversified sources of energy are some of the most critical needs of our energy intensive sector. With a few key areas of change, energy intensive businesses can operate their businesses better than ever. Changes in this area will not only be a major boost to the preexisting manufacturing sector, but added incentive for those businesses we are trying to recruit to operate here in New York. In the next few months, some of the legislative priorities we will be working on include:

Energy Infrastructure Investment – Expand access to natural gas for manufacturing facilities, including: dedicating state energy assessment resources to pipeline extensions; expediting the state review of applications for expansion of natural gas infrastructure; authorizing real property tax exemptions for the increased assessed value attributable to new natural gas distribution facilities; and repealing the outdated requirement from the Department of Transportation requiring certified Liquefied Natural Gas (LNG) transport routes.

18-a Energy Assessment – The State should support the repeal of Section 18-a energy gross receipts assessment reducing the tax burden on business and residential ratepayers. We were grateful when it was agreed that the assessment was a regressive tax measure, and a phase out was determined and ultimately passed. With the State in a much better financial status than in previous years when the assessment was implemented as a means to generate more revenue for the State, we ask legislators to consider waiving the remaining balance of 18-a assessment taxes on businesses as part of an overall strategy in fostering economic development while lowering the cost of doing business in New York State.


Energy Safeguards – The adoption of measures to provide price protection to large energy consumers from energy assessments. Adopt a self-directed energy program with a cap on percentage energy assessments. Exclude large energy consumers from the cost associated with residential customer system upgrades associated with REV.

State Economic Development Power Programs – Legislation should be enacted that would protect the state's economic development power programs administered by the Power Authority from the costs of operating the Canal Authority and assessments imposed under the state's clean energy standard.

Reduce Ratepayer Assessments – Manufacturers would benefit from a significant reduction in ratepayer assessments imposed by the Public Service Commission (PSC).

Power Quality – The PSC and NYSERDA should study and address power quality issues. Advanced manufacturing processes can be adversely affected by the quality of the voltage in an electrical circuit.

MACNY has a new Energy Roundtable Group focused on policy issues specific to energy matters, including but not limited to the above. If you are a New York State manufacturer and have interest in learning more, please contact me at kburns@macny.org.



MACNY'S ANNUAL
CLAMBAKE

WEDNESDAY, AUGUST 16TH

4 - 7 PM

HINERWADEL'S

5300 WEST TAFT ROAD, N. SYRACUSE

\$57.50 per person includes:

dinner, beer on tap, and non-alcoholic drinks.

Bottled beer, wine, and mixed drinks available at cash bar

RSVP to cnav@macny.org

Come hungry and ready to party!



Chuck Ruffing, Ph. D.

Director, New York State Pollution Prevention Institute

Why Pollution Prevention Still Matters for Manufacturers

Pollution prevention is a term you do not hear that often as it has now been replaced by sustainability. However, the fundamental approach of preventing pollution rather than fixing problems resulting from pollution is essential for both efficient, economically viable manufacturing, and addressing many environmental problems. Since 2008, the New York State Department of Environmental Conservation has provided funding through the New York State Pollution Prevention Institute (NYSP2I) to help New York businesses reduce their environmental impact, save money, or grow their customer base by promoting proven environmental performance or improvements. A MACNY member since 2016, NYSP2I headquartered on the Rochester Institute of Technology campus in Rochester, provides direct assistance to businesses in several areas:

- Pollution prevention problem identification, reducing environmental “footprint” of process or facility
- Solution evaluation for reducing toxicity and waste, reducing energy, and conserving and recycling water
- Product testing & evaluation, including environmental & energy impact evaluations, assessments of market viability and life cycle, and competitive product benchmarking
- Sustainability as a competitive advantage, such as supply chain assessments and development of frameworks for management systems; sustainable sourcing and procurement policies; and supplier tracking, documentation, and sustainability metrics

- Food waste reduction through consultative advice, self-assessment tools, and applied research to reduce and recover food (organic) resources

Over the years, NYSP2I has completed 220+ assistance projects with NYS companies including several MACNY members. Business clients of NYSP2I cite confidentiality, the fact that experienced industrial engineering staff at NYSP2I lead and perform all the project work, and the very small cost contribution from company participants as the key factors in deciding to take advantage of the program. Early in the program’s history, NYSP2I worked with Welch Allyn to quantify the environmental impacts of three versions of its disposable blood pressure cuffs in order to determine environmental preference, identify areas for improvement, and understand the impacts of disposal. Through NYSP2I’s Life Cycle Assessment (LCA), the dematerialization and material choices made by Welch Allyn’s product designers were validated. Welch Allyn used the LCA results to maintain and increase market share in the industry.

Xylem, Inc. also utilized NYSP2I to assess its water use and paint line waste at its Auburn facility. After an on-site review of the operations, NYSP2I provided Xylem with water reuse, recovery, and rainwater harvesting options as potential water reduction opportunities. NYSP2I’s assessment helped Xylem choose the most cost effective water recovery option.

It makes sense, both financially and environmentally, to reduce materials and energy input, minimize the amount of waste that must be sent for treatment and disposal, and make sure the wastes can be reused or disposed of easily and without harm to the environment. Pollution prevention is an essential component of sustainability and an important way to reduce costs for extra raw materials, waste disposal, and waste treatment systems. Wherever you are in your sustainability journey, NYSP2I is resource funded by NYS tax dollars that can help your business gain new knowledge to solve current or future environmental challenges or how you leverage sustainability to gain a competitive edge with the products you design and manufacture. For more information visit <https://www.rit.edu/affiliate/nysp2i/>.

If you would like to be introduced to NYSP2I, feel free to contact Cindy Oehmigen, Director of Energy and Corporate Services at MACNY – coehmigen@macny.org.

Chuck Ruffing leads a team of 15+ full time staff in delivering pollution prevention information, research and direct assistance to NYS businesses and communities. Prior to joining NYSP2I, Chuck held various positions at Eastman Kodak Company spanning 20 years, including Vice President of Health, Safety, Environment and Sustainability at Eastman Kodak Company. Chuck has a B.S. in Chemistry from St. Joseph’s University in Philadelphia, and a Ph.D. in Inorganic Chemistry from the University of Illinois.



David Freund
Chief Leadership Officer

The Shopkeeper and The Chicken

I recently heard a story that illustrated a key principle of leadership. The story goes like this:

It was nearing the end of the day in a small country store when a woman came in to ask the shopkeeper if he had any chickens left. Now you need to realize that this was before refrigeration, so the cleaned chickens were kept in a wooden barrel filled with cold water. The shopkeeper had one chicken left and replied: “why, yes I do.” He reached into the barrel and pulled out the chicken and quoted the price of \$1.35. The woman replied, “it looks a little small, do you have a bigger one?” Without flinching, he reached back into the barrel, sloshed around in the cold water, pulled the chicken back out and said: “well, here is a bigger one, the price is \$1.85.” Pleased with what the shopkeeper found, she replied: “I’ll take both.” A cute little story that brings a smile to our face, but in reality, this could easily be a scenario that is played out daily in our organizations.

Stephen Covey said “Trust is the glue of life. It’s the most essential ingredient in effective communication. It’s the foundational principle that holds all relationships.” Without trust you can’t lead people because leadership is based on building secure, trusting, and collaborative relationships with those you lead. Covey went on to say “A High Trust Leader is an individual who has **unquestionably strong personal credibility**, has the **ability to create and grow trust** with others interpersonally, and who is then able to extend that trust organizationally.” Unquestionably strong personal credibility. Wow, now that’s a high standard! It is, and those of us who desire to be leaders must ascribe to that high of a standard. It may not be easy, but it is very doable if we work on it daily. Let’s look at a couple of examples:

- **Tell the truth.** I know that sounds simplistic but just tell the truth. Our shopkeeper didn’t tell the truth, and it certainly cost him plenty. For sure the woman will not be coming back, and she will probably tell many people of the shopkeeper’s dishonesty. But you might say “I would never tell a lie like that,” and I believe you. But do you always tell the truth? Telling the truth goes much deeper than simply not telling a lie. Do you let people know where you stand? Do you call things as you see them? Do you bend the facts a bit to push your agenda? Do you knowingly leave people with a false impression by not correcting the situation? They may not be lies, but are you telling the truth?
- **Live a life of transparency.** Do you tell the truth in a way that can be easily verified? Please allow me to give you an example: You are in a meeting, and someone says “Several people are upset about the decision to change this process.” Oh, really. How many are several? Who are the people? What are they upset about? This type of a statement may very well be true, but leads to distrust because it is too vague. Add specifics whenever possible, which will illustrate that you are open and genuine. Take the time to speak with clarity and completeness.

When we ask people to join our organization and follow us, we are asking them to invest a priceless and limited resource. We are asking them to invest their time with us. Are we worthy of such an investment? Are we living and leading in a way that they will gladly make that investment? It’s completely up to you. Lead well!



Patty Clark
HR Services Manager

Identifying and Handling Stress

Stress is everywhere in our lives and plays a role, whether big or small, in our work lives as well as our personal lives. With that said, it is normal to have some level of stress in our lives, but it is how we handle it that can make a difference. According to the American Psychological Association's (APA) annual Stress in America Survey only 37 percent of Americans surveyed said they were doing an excellent or very good job managing stress. At home stress could come from a divorce, loss of a job, moving to a new home, or an increase in financial obligations. A few common sources of work-related stress are low salaries, excessive workloads, having to give a speech in front of colleagues, and conflicting demands or unclear performance expectations to name just a few. Uncontrolled stress can impact your health and overall well-being, resulting in anxiety, insomnia, high blood pressure, overeating, and could even lead to abusing drugs and alcohol.

While it is normal to have some level of stress at work, you can learn how to manage it so that it does not become overwhelming. Making a few small changes could greatly benefit your long professional life and long-term wellbeing. Here are a few ways to manage stress:

Identify your stress triggers: Your personality and other characteristics can influence the way you cope with stress. Situations that cause you stress may not bother others in the least. Start by identifying your stress triggers by keeping track of events and people who may cause you to stress. Ask yourself where you were, who was involved, how did you react, and how did you feel. You may begin to see a pattern which could indicate obvious or not-so-obvious causes of stress. Once the triggers have been identified look at each one carefully to look for ways to handle them. Maybe it is asking for help getting your kids to a game or working with colleagues to set realistic goals and deadlines to help balance your workload.

Develop healthy responses to stress: When you are feeling stressed do your best to make healthy choices to manage it. Exercise, yoga, or any physical activity is always a good choice. Make time for hobbies or an activity you enjoy. Most importantly, make sure you are getting enough sleep each night.

Establish work-life boundaries: Don't feel pressured to be accessible all day, every day. Make a rule to not check e-mails or take calls after a certain time. Creating boundaries that are best for you can lead to a better work-life balance.

Take time off: Don't let your vacation time go to waste--take time off. It is important to take time to relax and not work--and if possible not even think about work. You will come back refreshed and ready to tackle your to-do list.

Relax: This seems obvious but it may not be easy for some people. Meditation, deep breathing exercises, and mindfulness can help melt away stress. Focusing on one activity without distractions will become easier over time and can make a difference in all parts of your life.

Get a different point of view: Talk to co-workers or a supervisor about the stress you are feeling. They may not be aware of your struggles and may be able to suggest ways to cope or changes to make. Sometimes just talking about your feelings can put things into perspective.

In this ever changing, fast paced world we live in, managing your stress is important and can help make a difference in your life and your health. There are many ways available to reduce stress in your life; you just need to find the one that works best for you.

Hot Off The Line

Q - I have an employee who is due to give birth in October 2017 and would like to take 8 weeks of paid family leave in January 2018 to bond with her baby. She has been employed with the company for two years as of 5/1/17 and meets all eligibility requirements. Is she eligible to take the NY State Paid Family Leave in 2018 when her baby is born in 2017?

A - Yes, she is entitled to take eight weeks of paid family leave in 2018 even though her baby was born in 2017. A new mother is eligible to take the leave to bond with the employee's child during the first 12 months after the child's birth, or the first 12 months after the placement of the child for adoption or foster care with the employee.

DID YOU KNOW?

If you are a first-tier government contractor with \$50,000 or more in federal government contracts and 50 or more employees at one location; or, a second-tier government contractor (supplies to a first-tier contractor) with \$50,000 or more in contracts and 50 or more employees at one location you are required to have an Affirmative Action Plan. MACNY can audit your plan, rewrite it, or create one for you as well as complete your Adverse Impact. If you are interested in receiving a quote or would like additional information please contact Patty Clark, HR Services Manager at 315-474-4201 x 10 or pclark@macny.org.

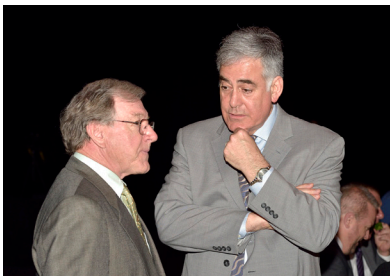
HR Stats & Facts

- 61% of employees agree that they've made healthier lifestyle choices because of their company's wellness program. *Source: 2017 Aflac WorkForces Report*
- 52% of employees would rather be recognized privately by their manager than publicly in front of their team. *Source: www.attacoin.com*
- According to a survey by WorldatWork, 1/3 of employers with severance agreements set a minimum payment of two weeks' pay while 20% offer at least one month's salary. *Source: July/August 2017 Magazine*

CPI

Wage/Clerical	April	March	Pt. Chg. (Mo.)	% Chg. (Mo.)	% Chg. (Yr.)
1967=100	710.2	707.9	2.3	0.3%	2.1%
1982-84=100	238.4	237.7	0.8	0.3%	2.1%
Urban					
1967=100	732.5	730.3	2.2	0.3%	2.2%
1982-84=100	244.5	243.8	0.7	0.3%	2.2%
Unemployment Rates					
April- Onondaga County: 4.3; Metropolitan Syracuse Area (MSA): 4.7					

ANNUAL DINNER PHOTO ALBUM





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Joe Vargo

Executive Director

Partners For Education & Business

Students, Businesses, Mentors, and Business Leaders Are Recognized at PEB's Annual Awards Event

Student accomplishments, businesses giving back to the community, individuals sharing their time to spark students' career interests! These are the headlines created through PEB's recognition of the many well-deserving award recipients honored at our Annual Awards Event.

Seven accomplished individuals received awards for their leadership and support of STEM education, mentoring, or volunteer efforts. PEB presented awards to:

CNY STEM Champion - John Trimble of C&S Companies

Women in STEM - Dr. Allison Oakes of SUNY ESF and Anita Zannin of A-Z Forensic Associates

Career Sparks - James Branche of United Radio and Melissa Menon of DARCO Manufacturing

Merchants of Hope Mentor of the Year - Shawntay Thompson

SCSD's Parent University - Ichtiyak Al-Badeh

Twenty-five businesses or organizations were honored for their involvement in preparing students for their future careers through programs, events, partnerships, sector strategies, or mentoring. Included were:

Business of the Year Awards: Anaren, Anoplate, C&S Companies, GE Inspection Technologies, ICS Solutions, IV4, King + King Architects, Manth-Brownell, National Grid, Optanix, Plumley Engineering, Schneider Packaging Equipment Company, SIEMENS, SRC, Inc., and United Radio

Merchants of Hope Mentoring Program of the Year: Syracuse University's "Straighten Your Crown" Program at Clary and Danforth Middle Schools

P-TECH Partnership of the Year Awards: Allen Tool Phoenix and Syracuse P-TECH Program, BCI Empire Division and Syracuse P-TECH Program, and Currier Plastics and Auburn P-TECH Program

PEB Sector Strategy Awards

Advanced Manufacturing Sector: Welch Allyn/Hill-Rom for Manufacturing Careers Day and The Fulton Companies for Manufacturing Careers Day

Financial and Professional Services Sector: Barclay Damon for Diversity & Inclusion Committee, Lawyer Chat Program, and Pipeline Internship Initiative

Technology Sector: AT&T for CNY Innovation Challenge, Bond, Schoeneck & King for CNY Innovation Challenge, and SRC, Inc. for CNY Innovation Challenge



This year three businesses awarded **CNY STEM Scholarships** to high-achieving high school seniors who will be majoring in a STEM degree aligned with specific careers employed at each company. All of the scholarships will include participation in a minimum of one summer internship.

SRC, Inc. awarded four scholarships, each worth \$5,000 per year for four years to: Mara Nunez from Corcoran High School, Jacob Polacek from Westhill High School, Urie Choi from Fayetteville-Manlius High School, and Benjamin Posnick from Onondaga Central High School.

Schneider Packaging Equipment offered two scholarships worth \$2,000 per year for four years through their Len Greenia Memorial Scholarships to: Michaela Tangredi from Marcellus High School and Jordan Tryon from Oswego High School.

King + King Architects awarded one four-year scholarship for \$2,000 per year to: Elise Ranieri from Westhill High School
Congratulations to all of this year's award recipients!





Martha Ponge
Director of Apprenticeship

Can Apprenticeship Programs Provide a Good Return on Investment?

People often ask me why the MACNY Registered Apprenticeship program is a good investment for their company. I know that it is – I have seen the successes first hand; however, when real examples back it up it's even better. The Advanced Manufacturing Industry Partnership (AMIP) division of Partners for a Competitive Workforce (PCW), recently published a case study concerning Richards Industries. Richards Industries, a high tech industrial valve manufacturer located in Cincinnati, OH, is a multimillion dollar company with a global presence. They employ 145 people in their Cincinnati location and service customers in the chemical, pharmaceutical, and food processing industries just to name a few.

Richards Industries had a need for additional skilled workers on their production line and without them, both productivity and efficiency were being effected negatively. The cost of recruiting and hiring a new employee impacted their bottom line by \$1,889/new hire, and that did not include any training. The total on the job training costs of getting a new employee fully train was calculated as \$91,000 per employee.

These costs caused Richards Industries to look for other solutions, and to partner with the AMIP to “utilize employer leadership to align education with industry, design career pathways with portable and stackable credentials that meet industry needs, engage education and workforce stakeholders to train the workforce, and utilize industry intelligence to develop long term strategies to improve the talent pipeline.” In layman’s terms, AMIP helped Richards Industries build a cost-effective way to train employees and solve their advanced manufacturing training needs.

The Richards Industries use case enabled AMIP to develop a Return on Investment (ROI) tool for quantifying the impact of industry and education partnering to do training of employees as compared to companies doing it on their own.

The case study showed that Richards Industries reported a reduction of time spent in on-the-job training for their incumbent workers who participated in the training by approximately 30 percent when compared to employees who did not participate in this project. This reduction in on-the-job training saved the company \$27,300 per employee. By creating an industrial-academic partnership and employing a structured plan for training, the AMIP program’s cost to produce the same level of skill in the employee was \$2,800, yielding an ROI of about 875 percent. WOW!

Closer to home, the anticipated cost associated with training an apprentice in the CNY area via the MACNY Registered Apprenticeship Program is approximately \$4,500.

That \$4,500 out of pocket cost can also often be reduced to close to zero by utilizing currently available funding sources including the following:

- American Apprenticeship Initiatives \$3,000/apprentice for related instruction
- The Empire Sate Apprenticeship Program tax credit of \$2,000 - \$5,000
- MACNY identified state and federal funding sources

Please contact me at mponge@macny.org for more information on these programs.

For more information on the Richard Industries case study, see article at: <http://www.competitiveworkforce.com/Richards-Industries-Case-Study.html>



Kristen Smith
Bond, Schoeneck and King PLLC

Lawfully Managing an Aging Workforce

As many American workers delay retirement and remain in the workforce into their later years, employers are increasingly faced with challenges associated with managing this cohort. One particular issue that can arise is handling a worker whose physical or mental ability to perform the work declines, but whose motivation to stay on the job remains high. Several laws come into play with this scenario. For starters, it is unlawful to discriminate against workers based on age under the federal Age Discrimination in Employment Act (ADEA) and the New York State Human Rights Law (NYSHRL). This means that you cannot make employment decisions based on assumptions associated with age.

Additionally, when medical-related issues arise, the Americans with Disabilities Act (ADA) and the disability discrimination provisions of the NYSHRL dictate what an employer can and cannot say and do. The ADA restricts employers from asking disability-related inquiries unless they are job-related and consistent with business necessity. What is a disability-related inquiry? It is any question that is likely to elicit information about a disability covered by the ADA, even indirectly. What does it mean to be “job-related and consistent with business necessity?” Among other things, this means the employer has a reasonable belief, based on objective evidence, that the employee’s ability to do the job is impaired by a medical condition, or that the employee poses a direct threat to himself or others because of a medical condition.

With these rules in mind, here are some guidelines for managing a worker with declining capabilities:

Be Wary of Medical Discussions; Focus on Performance.

If a supervisor notices that an older worker is having increasing difficulty with a particular task, he or she may be tempted to assume there is a medical problem and launch into a line of questions about the employee’s possible ailments. The supervisor may just be trying to be helpful. But medical discussions—especially when based on assumptions—are an employment law minefield. Train your supervisors to resist the urge to play doctor; instruct them to partner with HR when those concerns arise so that you can carefully assess the situation and strategically plan your communications.

Even if you have suspicions that the performance issue might be medical related, treat the conversation like any other performance conversation. Focus on concrete events and not suspected causes. For example, say “You did not complete as many assemblies as you typically do,” and not “It seems like you are having trouble with your dexterity.” Then ask, “What can I do to support you in this area?”

Be Attuned to Accommodation Requests

The ADA and NYSHRL require that employers grant reasonable accommodations to employees with disabilities that will enable them to perform their job. The burden is typically on the employee to ask, but the employee is not required to say “disability” or “accommodation” or any other magic words to trigger the employer’s duty to respond. The employee need only say something to indicate he/she needs a change or assistance because of a medical reason. These subtle requests may sometimes go unnoticed by supervisors as accommodation requests. Therefore, train supervisors that when anything medical arises, involve HR.

Know When You Must Initiate the Accommodation Conversation

With some disabilities associated with aging, an employee may not recognize his or her own need for help. According to the EEOC, it is up to employees to ask for help, and employers are generally not required to ask an employee if he/she needs an accommodation. However, the rule is different if the employer has reason to know that a disability exists and the disability is preventing the employee from asking for help. This may occur with the onset of a mental disability, such as dementia. For example, if an employee shows increasing signs of forgetfulness and this is impacting his/her ability to do the job, HR should step in and ask if the employee needs an accommodation.

Kristen E. Smith is a labor and employment attorney with Bond, Schoeneck & King, PLLC, in Syracuse. Kristen can be reached at smithk@bsk.com.

continued from cover

Now is the time to ask yourself, are you ready for the Fourth Industrial Revolution? Here at MACNY we are committed to helping your company both understand it –and excel within it. What are we doing here at MACNY?

ADVOCACY SOLUTIONS

- Our Statewide advocacy efforts continued this year with our growing Alliance partnerships throughout the entire state with the Manufacturers Alliance of New York State – now 2,500 companies strong! This year our advocacy efforts were critical in securing needed Workers' Compensation Changes. We encourage you to get involved in our long-term solutions effort through the Manufacturing Roundtable which launches this June.
- Our popular Manufacturing Lobby Day in Albany and our Central Upstate Manufacturing Breakfast in Syracuse allows manufacturing executives to meet with legislators and discuss policies that are important to our members.

ENERGY SOLUTIONS

- New York State is in the midst of rethinking its electricity network and the renewable energy generation policy. In the past year, MACNY has advocated on behalf of our members in these critical areas.
- MACNY continued its popular Electricity and Natural Gas Consortia for its 12th consecutive year, helping dozens of MACNY members pursue their preferred energy risk management strategies.
- We continue our longtime relationship with NYSERDA to assist manufacturers with their energy efficiency projects. This year, our NYSERDA partnership assisted hundreds of successful projects in the areas of facility and process efficiency.

HUMAN RESOURCE SOLUTIONS

- Our Human Resources Department continues to serve our membership. Our members constantly utilize our expertise to improve their internal operations, whether it is through HR surveys, HR related compliance questions, or consulting.
- This year, the HR Department provided service and support to over 650 HR professionals.
- HR also provided 350 HR professionals with learning events throughout the year on varied issues pertaining to their HR compliance and needs.

MIDDLE SKILLS GAP SOLUTIONS

- Because of our continued success in workforce development, MACNY is seen nationally and within the state as one of the New York's leading organizations addressing the mid-skills gap and building career pathways in manufacturing.
- This April we learned that MACNY had received a second year of funding in the State Budget to expand our efforts here and to bring registered apprenticeship training in manufacturing to new regions of New York State. We want to thank our many legislative and administration supporters for advocating for this solution. Apprenticeship training involves structured on-the-job training and related instruction. Over 40 companies are actively pursuing this opportunity already. Please contact our offices for more information on how your company can be involved.

TRAINING SOLUTIONS

- This year certainly proved to be yet another successful training year for MACNY where we trained over 800 individuals. This past year MACNY brought to its members our second annual Live2Lead broadcast, a John Maxwell Company national event. We also expanded our Executive Coaching program. Customizable programs were provided to numerous members to help them meet leadership development needs from the Emerging Leader to the Executive Suite.

PEB AND THE FUTURE WORKFORCE SOLUTIONS

- Through our partnership with PEB, our workforce efforts allowed for us to work on every facet of educating and recruiting the up and coming skilled workforce. Over the year, nearly 5,000 students and teachers, and over 100 local companies participated in PEB-sponsored events hosted throughout Central New York.

- MACNY and PEB continue as the business partner with the Auburn Enlarged City School District and Cayuga Community College in the Pathways in Technology Early College High School program (P-TECH) in Mechanical & Electrical Technology. Also, the Syracuse P-TECH with the Syracuse City School District and Onondaga Community College is now in its fourth year of operation - also in Mechanical & Electrical Technology.
- Manufacturing Careers Day was held this past year at Welch Allyn. Nearly 400 people were in attendance, including 300+ students and teachers from all over the region. Fulton Companies served as a second site hosting an additional 100 students.
- The first CNY STEM Job Shadow Day was another business-education success, with over 240 students and teachers taking part in the daylong event. Fourteen businesses hosted, highlighting careers in manufacturing and technology.
- The CNY STEM Scholarship program is in its 5th year. Over 100 students applied for scholarships/internships. The scholarships this year exceeded \$100,000.
- And finally, the Manufacturing Center at Enterprise America (WCNY). PEB and MACNY are leading the effort to sponsor the Manufacturing Center. By partnering with area companies, we give middle school students a real-life experience of advanced manufacturing/technology that can lead to an increase in students pursuing careers in these sectors.

These are just a few of the ways we serve you each year.

But more than just companies need to succeed in the Fourth Industrial Revolution. We must prepare as leaders and individuals. The speed and breadth of the latest revolution will require us to develop skills and capabilities that we have never or rarely used before. Usually, we have more predictable change over a longer period of time. This time it could literally happen overnight.

As a leader, it will be vitally important to ensure you and your organization have the employee skillsets necessary to thrive in the rapidly evolving environment. According to the World Economic Forum's Future of Jobs Report, there are at least 10 skills needed by our teams. They include: cognitive flexibility, negotiation, service orientation, judgement and decision making, emotional intelligence, coordinating with others, people management, creativity, critical thinking, and complex problem solving.

Each leader will need to grow in their capacity to lead rapid and unending change. Each leader – and team member – will need to develop a level of resiliency that allows them to sustain this level of performance. The Fourth Industrial Revolution will offer remarkable opportunities – and challenges. It's time to get ready for them so we can thrive as an individual within successful organizations. Are you ready? We will help you be ready! Here's how:

COUNCILS

- MACNY has 8 very active Professional Councils, annually hosting nearly 40 tours, learning events, and networking opportunities which engage over 700 individuals in our various council-related events.

INDIVIDUAL MEMBERSHIPS

- Two years ago, MACNY launched Individual Memberships. We have nearly 200 employees of MACNY member companies taking advantage of the program.
- Individual Memberships are available to employees of any MACNY member company. This unique offering allows individuals to take full advantage of the depth and breadth of MACNY's professional development opportunities. An Individual Member has access to ALL of MACNY's Councils and events, discounts on training, and access to MACNY's comprehensive e-learning platform. In all, hundreds of training and learning events and nearly unlimited online learning options.

MACNY is here to serve you, our membership. If any of the topics described above are of interest to you or if you would like to learn more about any of the offerings mentioned, please contact Marisa Norcross at mnorcross@macny.org.

Month at a glance... JULY

7/3 MACNY & PEB OFFICES CLOSED

7/4 MACNY & PEB OFFICES CLOSED

7/7 “The 21 Irrefutable Laws of Leadership” Mastermind Group (Individual Members Only)

For more information contact Marisa Norcross at mnorcross@macny.org

7/11 Winning Your Fair Share of The MFG Market in 2017 and Beyond

Time: 7:30 AM - 10:30 AM; Cost: No cost for MACNY Members; \$25 per non-MACNY Member;

Facilitators: Joe Morone, CEO & Co-Founder of Worldleaders, Inc. and Karen Benjamin, Co-Founder of Worldleaders, Inc

7/12 Employee Benefits Marketplace Webinar

Time: 12 - 1 M; Location: Your desk via webinar; No cost

7/13 Maximize Your MACNY Membership

Time: 9-10 AM; No cost

7/18 The 7 Basic Quality Control tools +2; Optional Train-the-Trainer Class

Time: 8:30 AM - 4:30 PM; Cost: \$350 per MACNY Member (\$315 per Individual Member) / \$550 per Non-MACNY Member; Facilitator: Cindy Oehmigen, Director of Energy and Corporate Services, MACNY

7/24 MACNY’s 20th Annual Golf Tournament

Time: 11:30 AM - 7 PM; Location: Bellevue Country Club in Syracuse, NY; Cost: \$725 per foursome or \$190 per individual golfer

7/25 TLT: Supervisory Leadership (5-day training)

Dates: 7/25, 8/1, 8/8, 8/15, and 8/22; Time: 8:30 AM - 12:30 PM; Cost: \$750 per MACNY Member (\$675 per Individual Member) / \$950 per Non-MACNY Member

7/25 ISO 9001:2015 Internal Auditor (2-day training)

Dates: 7/25 & 7/26; Time: 8:30 AM - 4:30 PM (lunch provided); Cost: \$650 per MACNY Member (\$585 per Individual Member) / \$850 per non-MACNY Member; Facilitator: Tara McInerney

7/26 Employee Benefits Marketplace Webinar

Time: 3 - 4 PM; Location: At your desk via webinar; No cost

7/27 Forklift Operator Safety: Train-the-Trainer

Time: 8:30 AM - 3:30 PM (lunch provided); Cost: \$300 per MACNY Member (\$270 per Individual Member) / \$500 per non-MACNY Member; Facilitator: Dave Bennett, Thompson & Johnson

Unless otherwise noted, all events and classes are held at MACNY Headquarters, 5788 Widewaters Parkway, Syracuse, NY 13214

Month at a glance... **AUGUST**

8/2 Happy Hour at Greenwood Winery

Time: 5 - 7 PM; Location: Greenwood Winery in East Syracuse, NY; Cost: No cost for Individual Members, \$20 for all other MACNY Members

8/3 Mastering Emotional Intelligence 101

Time: 8:30 AM - 4:30 PM; Cost: \$495 per MACNY Member (\$445.50 per Individual Member) / \$695 per non-MACNY Member; Facilitator: David Freund, Chief Leadership Officer, MACNY

8/4 “The 21 Irrefutable Laws of Leadership” Mastermind Group (Individual Members Only)

For more information contact Marisa Norcross at mnorcross@macny.org

8/10 Making Today Matter

Time: 8:30 - 10:30 AM; Cost: \$99 per MACNY Member (\$89 per Individual Member) / \$195 per non-MACNY Member; Facilitator: David Freund, Chief Leadership Officer, MACNY

8/10 Maximize Your MACNY Membership

Time: 9 - 10 AM; No cost

8/15 Employee Benefits Marketplace Webinar

Time: 12 - 1 PM; Location: At your desk via webinar; No cost

8/16 MACNY’s Annual Clambake

Time: 4 - 7 PM; Location: Hinerwadel’s in N. Syracuse; Cost: \$57.50 per person

8/24 Lean Overview

Time: 8 AM - 5 PM; Cost: \$250 per MACNY Member (\$225 per Individual Member) / \$450 per non-MACNY Member

8/30 Employee Benefits Marketplace Webinar

Cost: 8 - 9 AM; Location: At your desk via webinar; No cost

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The information provided herein is general in nature and is designed to serve as a guide to understanding. If the reader has a specific need or problem, the services of legal counsel should be sought to address the particular situation. Non-profit bulk rate postage is paid at Syracuse, NY.