

MANUFACTURING MATTERS NEWSLETTER



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Cybersecurity Summit

APRIL 22, 2022 | 8:30 AM - 3:00 PM
AT THE DOUBLETREE HOTEL

REGISTER NOW
Space is limited



Join us for our Cybersecurity Summit on **April 22 from 8:30 AM - 3:00 PM** at the DoubleTree Hotel in East Syracuse. This event has been designed for CEOs, Presidents, CFOs, CIOs, and other senior level executives who want to protect their organization from cyber theft.

This is NOT a technical summit, but rather a practical one! Presented by both national and local experts, attendees will leave with best practices for protecting their companies' critical infrastructures.

The day will begin with a presentation from keynote speaker, **Deputy Director Nitin Natarajan from CISA (Cybersecurity and Infrastructure Security Agency)** followed by breakout sessions in the subject areas of legal protection, cyber insurance, crisis management and communication, and network infrastructure.

The day will conclude with an expert panel discussion, moderated by representatives from CISA, and time for Q&A. This informational summit will focus on educating attendees on how to not only protect their businesses, but also their highly vulnerable business applications and critical infrastructure. Our goal is for you to leave this year's summit feeling more prepared to navigate the cybersecurity sphere to keep your assets safe.

Pricing:

Member: \$129
Individual Member: \$119
Non-member: \$150

Register now to secure your spot. Visit macny.org/events or scan the QR code in the banner above.

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PRESIDENT'S MESSAGE

Randy Wolken, President & CEO

OUR WORLD HAS BEEN CHANGED FOREVER BY COVID-19



The world will never be the same. COVID-19 and the resulting changes will be with us from now on. It is time to better understand how these changes will affect the way we live and work. Many of the technologies driving these changes were available before the pandemic. However, the rapid change required by the pandemic has caused us to dive deep into what is offered by remote and digital technologies. Our lives are different in fundamental ways. We work differently, we live differently, and our expectations for the future have been radically altered.

Work will be decidedly different. We will never work the way we did before COVID-19. When the crisis hit, we made massive changes to our workplaces in order to be safe. Millions went home to work and used digital technologies to continue to execute their daily tasks. They utilized software they had used while in the office, which only became even more user-friendly. Organizations used digital communication technologies to stay connected to their colleagues. An amazing thing happened. We all learned we could be distanced and still work together coherently.

Additionally, grocery store workers, public safety officials, medical personnel, and all frontline workers learned how to work safely while maintaining physical distance. We should be proud of the men and women who kept our community going during this remarkably challenging time.

MACNY members have radically changed the way they do business. They have found ways to produce world-class products and deliver outstanding services. All of this was done while caring for their teams and customers. I am privileged to witness how this hard work and dedication has paid off.

Managers learned how to manage while not being physically located near their teams. This not only happened for remote operations, but also in factories and places where individuals needed to be physically present to do their job. I believe we will apply these lessons to future work. It will fundamentally alter how we believe we can and should work for generations to come.

How we live is different as well. When the pandemic hit, we were used to freely going places and attending events in person. We went to concerts, art festivals, movies, and neighborhood gatherings. We also attended school every day and mostly shopped in-person. Our lives revolved around our ability to do nearly everything in-person. The pandemic changed all of that.

We've learned to attend events virtually. We've learned how to live stream our favorite events to include music, movies, and small family gatherings. We've done the same with school at nearly all levels. We are going back to attending events in-person. However, often we will have the option to attend virtually. Our virtual world will not recede. It will increase and become a larger part of our lives. We will shop, view content, attend virtual events, learn, and interact at increasing levels with digital and virtual technologies.

Our expectations for disruption in our lives is now firmly in place. Before the pandemic, we had not fully witnessed a global health event due to a life-threatening illness since the Flu Pandemic of 1918. The entire globe is experiencing COVID-19. It will be with us for some time, and some predict it will be an ongoing threat. Just as likely, other global viruses or illnesses can quickly spread throughout the world due to our international connectivity and interactions.

There is no going back to a world that is not hyperconnected and interconnected. This world has both challenges and opportunities. We must learn to understand these critical dimensions. We should expect and be prepared for what will come next in terms of illness and other planetary challenges such as climate change, transforming technologies, and social unrest. Disruptions to our lives are here to stay.

What does this mean for all of us? Our future looks very different due to the pandemic. Our world has been altered forever. How we work, go to school, attend events, spend time with friends, and live our lives will be continually transformed by what we have experienced and what businesses and organizations will offer. Leaders at all levels of our society will use proven technologies and approaches.

We will move forward instead of settling back into our pre-COVID-19 lives. This is now apparent to all who are examining what has happened. An event this jarring and disruptive will not just fade away. Like World Wars of the 20th Century, life has permanently been altered. It is up to us to determine how best to live and work in this new life.



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HEY, MEMBERS

Are you hiring and looking to attract skilled talent?

We have launched and are licensing our **Career and Talent Platform** to companies. The Career and Talent Platform provides a seamless and simplified experience for hiring managers, applicants, candidates, and new hires.

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- Annual Subscription: unlimited job postings and talent pool candidate search
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- In the case the license is requested to be upgraded to the full 1-year license, the initial investment will be credited toward the full year subscription.

Discount provided to MACNY Members.
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Contact Laury Ferguson, Director of Apprenticeship & Workforce Development, at (315) 474-4201 ext. 49 or lferguson@macny.org for a demo and/or quote.

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GOVERNMENT RELATIONS

Tiffany Latino-Gerlock, Director of Government Relations & Communications

U.S. SENATOR KIRSTEN GILLIBRAND PROMOTES MADE IN AMERICA MANUFACTURING



As Americans continue to deal with the COVID-19 pandemic and the disruption of the global supply chain, U.S. Senator Kirsten Gillibrand from New York is championing federal legislation titled *Made in America Manufacturing Communities Act of 2022* that supports domestic manufacturing critical for our economic and national security and strengthens the U.S. manufacturing base through long-term investments. MACNY supports this bill and is appreciative of Senator Gillibrand's efforts.

MACNY President & CEO, Randy Wolken, was pleased to join Senator Kirsten Gillibrand and other community leaders at Syracuse University on March 11, 2022, for a press conference on legislation Gillibrand co-sponsors in Congress that would create a Manufacturing Communities Support Program within the Department of Commerce. Through this program, the Secretary of Commerce would designate eligible consortia as "Manufacturing Communities," which would then be made eligible for federal financial or technical assistance designed to expand and support domestic manufacturing.

This bipartisan bill would create a successor program to the EDA's "Investing in Manufacturing Communities Partnership" (IMCP) pilot program which operated in 2014 and 2015. During this time, the program enrolled 24 locally organized public-private groups that demonstrated best practices in advancing innovative regional manufacturing economies.

Eligible manufacturing companies would be able to receive aid for investments in equipment, workforce training, worker recruitment and retention, advanced research, supply chain development, and/or business incubators. Eligible consortiums would include partnerships between commercial industry, State and local government organizations, and academic or workforce training organizations.

If you would like more information, please send me an email at tiffanylatinog@macny.org. You can also visit Senator Gillibrand's website at www.gillibrand.senate.gov.

We will keep you posted on the movement of this bill and other important ongoing federal efforts to boost Made in America.



MACNY President & CEO, Randy Wolken, Senator Kirsten Gillibrand, and other community leaders at Syracuse University on March 11, 2022.

LEADERSHIP DEVELOPMENT

David Freund, Chief Leadership Officer

IT'S SPRING!



I just love winter. I love snow, I don't really mind the cold. The bigger the snowstorm, the better. I scan the long-range forecast, look to see if there's an El Niño or a La Niña, and immerse myself in my favorite winter sport, Alpine Skiing. That said, even I'm happy that it's spring. Oh yes, I will miss skiing. But, in about six months, I will start looking at the water temperatures in the Pacific and the associated long-range forecast. So for now, I'm excited about spring.

This is the sixtieth spring that I have been blessed to experience. It is such an exciting time. A time of renewal as the sun begins to warm our hemisphere once again. We have already seen the first signs of spring. The sap from the sugar maples has already flowed and has been reduced to the delightful syrup we will be pouring over our pancakes and waffles throughout the next twelve months. Please, don't buy that fake flavored corn syrup. Go for the real thing!

The crocuses have already pushed through the last remnants of winter snow, and now the daffodils and tulips are shooting and before long will blossom. Will you take the time to notice? Tulips only last a few days to a couple of weeks, depending on the daytime temperatures. Have you smelled the intoxicating fragrance of the hyacinths? How about the sweet, delicate fragrance of the lilac? These two blossoms are so fragrant and cannot be duplicated by a perfume manufacturer. Will you take the time to stop and smell the real thing?

Lawns will need to be cut soon. Oh, the smell of fresh-cut grass and the look of a freshly mowed lawn. I love seeing the lawns around town looking like freshly cut baseball fields. The sounds of kids playing outside and running around in shorts and t-shirts. They don't seem to mind that it's only around 50 degrees outside. I have been known to say, "where are their parents?" I will probably say it again this year.

Have you noticed the trees? They have begun their transition from the dark gray of winter to a subtle light green. Before long, they will transform to a full deep green, many with flowers as they set new seeds for propagation. Soon you will hear the chirping of baby robins trying to encourage Mom and Dad to bring more

food. Then, before you know it, the nest will be silent, the blossoms will fade, and spring will transition into summer. Were you able to notice it all?

I mentioned earlier that this was my sixtieth springtime. Considering how early we can remember things, I suppose I should be able to recall fifty-five springtimes, yet I can't. Okay, maybe I'm just too optimistic about remembering things, but many of the springtime seasons have vanished from memory because I wasn't intentional about them. I didn't take the time to see the bulbs push through the snow and blossom in the warmth of the new season. I hurried past the hyacinths and lilacs, begrudgingly cut the grass, and before long, the heat of summer had sent the grass into a brown dry dormancy.

Spring of 2016 was a special year. I determined to tap a few maple trees and make my own syrup. It was a wonderful experience to be outside, emptying collection buckets, discovering new ways to make the process easier, and boiling sap for days. I will never complain about the price of pure maple syrup again. And boy, was it worth the effort.

So, how about you? Will you take the time to enjoy spring 2022? Or, will it be another season that passes from memory because you were too busy? Please slow down and enjoy it. You won't regret it.

SUCCESS STRATEGIES

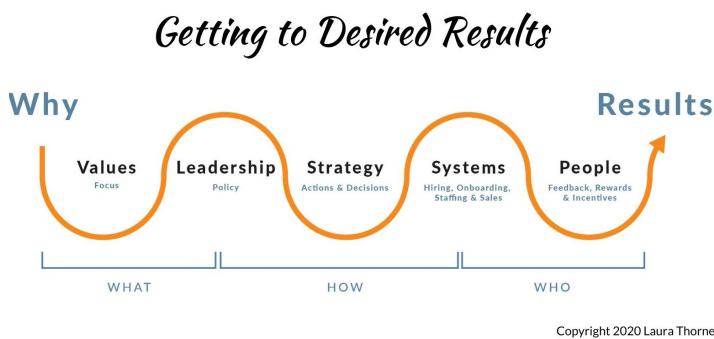
Laura Thorne, Official MACNY Consultant

GET TO DESIRED OUTCOMES, RETHINK “PEOPLE-PROBLEMS”



Got 99 problems and all of them “people-problems”? I know sometimes it can feel like that is the case, but I believe there is no such thing as a “people-problem.” I’m not saying that working with people doesn’t present its challenges. What I’m saying is that it’s only on the surface that people-problems exist. If you take the time to investigate, you’ll find that there are underlying issues that create those problems.

The diagram below shows the pathway between ‘why’ and ‘results’. Notice that people affect the results only after ‘why’, ‘values’, ‘leadership’, ‘strategy’, and ‘systems’. That means, whenever you experience what seems like a “people-problem,” the root of the issue can always be traced back to one or more of the precursor areas.



Issues commonly labeled “people-problems” can be simple things like operator error, misunderstandings, or more challenging instances, like open defiance. When these challenges are treated as problems with people, the solutions start with pointing fingers. Taking the focus off people forces a shift into looking for solutions in the underlying areas. This shift in focus will not only improve company culture, but also lead to better and more long-lasting improvements.

Below are the four people-centric questions business leaders and HR Managers often ask when presented with what they consider “people-problems.” Each is followed by quick solutions using the ‘Getting to Desired Results’ diagram. While root sources could reside in any of the areas in the diagram, the suggestions below highlight some of the common areas.

- 1. How do I find the right people?** It can be super frustrating receiving a bunch of applications, yet none of the applicants are qualified for the job. Referring to the diagram, start with ‘why’ and ‘values’. If you haven’t clearly defined why the company exists and what the values of the company are, you’ll continually attract and hire the wrong people.
- 2. How do I get good people?** This question usually refers to not being able to find enough candidates and/or poor employee retention, such as new hires leaving within a short period of time of getting a job offer (sometimes less than a day). Going back to the diagram, the potential areas to look for are onboarding and hiring systems, employee feedback, and recognition.
- 3. How do I keep good people?** Working up the chain a little, you can see that after defining the ‘why’ and ‘values’ and securing the right person, now you have to have the right policies and retention strategies in place.
- 4. How do I get people to work harder?** Whew, this one is a challenge and refers to the types of “people-problems” where an employee either doesn’t want to do their job or isn’t willing to do more than they already are.

All of the areas in the ‘Getting to Desired Results’ diagram are imperative to achieving your desired outcomes. You can refer to it to help diagnose just about any problem you encounter, particularly when putting out fires. Whenever a problem arises, refer to the diagram and try to find the areas where there could be gaps or outdated information. This will help ensure that you are approaching problems in search of a diagnosis, not a band-aid approach.

Want to learn more about diagnosing problems and achieving better business performance? **Attend the upcoming DIY Operational Performance Evaluation Workshop happening on April 27th and 28th from 9 AM - 12 PM.**



PARTNERS FOR EDUCATION & BUSINESS

Emily Langan, Workforce Development Specialist

COMBATING “BRAIN DRAIN”



Many Central New York graduates with diplomas, certifications, and degrees move elsewhere for work. The CNY Tech Sector is made up of a group of local companies whose mission is to inform our students of the exciting employment opportunities right here in

Central New York. Partners for Education & Business, Inc. (PEB) facilitates the collaborative efforts of this group. One tactic that this group has developed is the *Engage in STEM* series – a bi-monthly exploration of local STEM careers. Representatives from local companies inform students and their families about the various positions they employ in the STEM field. The hope is that students will learn about the innovative projects happening right in Syracuse and the surrounding areas, so they will see that there are exciting career opportunities right here at home. Sydney Hopkins, SRC, Inc.’s Senior Corporate Communications Specialist and Tech Sector member stated,

“SRC is happy to support the Engage in STEM virtual event series for CNY students! These events allow us to show students how many incredible STEM opportunities there are here in their own backyards. We know that working with schools and students helps to build a local workforce for the STEM companies that are doing amazing work in Central New York.”

Companies are finding creative ways to connect with students, when they can’t bring them into their facilities physically. Many companies offer virtual tours and videos to show off their work to students and their families. While it’s not the same as an in-person tour, these visual representations often spark questions and discussion from students. As company and school protocols change, and we revert to in-person field trips and career nights, this will remain another option for local career exploration.

Central New York is rapidly becoming another Silicon Valley with many exciting new STEM opportunities. Northeast UAS Airspace Integration Research Alliance, Inc. (NUAIR) is responsible for the advancement of New York’s 50-mile UAS Corridor and drone test

site¹. Amazon opened a warehouse in Clay² and negotiations are underway to bring a semiconductor chip manufacturer to Onondaga County³. Now more than ever, it is vital for local talent to stay local. For more information about the CNY Tech Sector, please visit cnystem.com

Partners for Education & Business, Inc. (PEB) is an affiliate of MACNY. We collaborate with schools, industry partners, and community members to create career pathways by coordinating career exploration and preparation programming in the Central New York area.

¹ <https://nuair.org/about/>

² <https://www.syracuse.com/business/2021/11/big-amazon-warehouse-in-clay-delays-opening-and-filling-hundreds-of-jobs.html>

³ <https://www.syracuse.com/politics/2022/01/hochul-central-new-york-better-than-a-long-shot-to-land-computer-chip-plant.html>

WORKFORCE DEVELOPMENT

Eileen Donovan, Workforce Development Specialist

READY FOR OPERATION NEXT?



We talk a lot about workforce development, the talent pipeline, and the worker shortage, but I recently came across a couple of statistics that really opened my eyes to opportunity.

According to a 2021 Deloitte study, by 2030 there will be 2.1 million unfilled manufacturing jobs in the United States. The good news is, there are **200,000** military personnel transitioning to civilian life **each year**. Herein lies the opportunity.

MACNY is stepping up to the plate. The Department of Defense (DOD) has chosen MACNY to work with LIFT (Lightweight Innovations for Tomorrow, operated by the American Lightweight Materials Manufacturing Institute), on an initiative focused on transitioning soldiers, their spouses, and dependents to train and connect them with the most in-demand manufacturing jobs across the United States. This is the first contract of its kind in New York State, called Operation Next.

This is exciting news for both military families and American advanced manufacturers who require this talent to produce high demand products here in the U.S. and to fortify our supply chains. For military spouses, earning Operation Next credentials addresses the struggle to gain lucrative employment due to the need for relocation. These credentials are standards-based, industry-recognized, and portable.

Employers' issues are also addressed, as high value credentials can outweigh their concerns about the need for occasional deployment. MACNY Workforce Development Program Manager - Military and Veteran Services, Patrick Langan, stated, "Employers that I'm reaching out to are eager to find ways to get involved with this potential workforce and appreciate the opportunity to assist our transitioning military personnel in training and development." His task is to cultivate training partners and employers across the state who will collaborate on this effort, especially as it relates to Ft. Drum in Jefferson

County, with its population of nearly 20,000 military service members. Patrick will employ a template already in place at other installations (including MI, WI, KY, AL, FL, NC, VA) across the U.S., with more locations under discussion as the DOD replicates Operation Next.

Laury Ferguson, Director of Apprenticeship and Workforce Development, says, "MACNY is thrilled to serve an integral role in this important endeavor. Now more than ever, we need to focus on building the workforce of U.S. manufacturers and supporting military personnel and their families as they transition to civilian life. This win-win initiative supports economic growth, national security, and global competitiveness while providing a sustainable career pathway for transitioning service members."

If you would like to learn about Operation Next and the ways you can get involved, register for the upcoming **Operation Next Information Session on April 26th from 2 - 3 PM using the following QR code or visit macny.org/events. For more information, contact Patrick Langan at plangan@macny.org.**



FOOD FOR THOUGHT

Cindy Oehmigen, Director of Energy & Corporate Services

FASTER THAN A SPEEDING BULLET, ABLE TO LEAP TALL BUILDINGS



I think a lot about Artificial Intelligence (AI) and technology - the pros and cons, risks, and advantages. I remember my first job out of college at a manufacturing complex. I thought it was fascinating that a track guided trolley could carry a transmission housing five different machining centers without human intervention. It came out the other end all machined and ready for the next operation. The line was probably ahead of its time, but it was tape driven by a bank of computers that took up a 10' x 30' room.

Fast forward more years than I'd like to think. The technology we've developed is amazing. The other day I watched a video of AI robots that can mirror human emotion almost exactly. It was kind of creepy when the camera panned away, and the faces and torsos were mounted on tripod stands. Given that there are many advantages to having these robots work alongside human operators, it does make some sense to have them mimic someone we could befriend. If we are intentional about how the robots are used, it could make our work safer and more interesting. Imagine if we only had driverless vehicles on the roads. We could eliminate accidents due to operator error of all sorts. Imagine if we had the ability to send robots into any situation that proved dangerous, such as mine tunnels, buildings that could collapse, and investigating bomb threats. Wouldn't it change everyday life if we could utilize robots to perform our mundane and tedious tasks? Alternatively, how exceptional would it be to have robots assigned to certain tasks that are so precise that a human could not perform them consistently, especially when that precision would mean lifesaving capabilities.

On the flip side, I wonder how this would impact our worker opportunities. The current reality is that there are way more jobs than there are workers to fill them. This challenge has been on the horizon for many years. The situation was certainly exacerbated by the COVID-19 pandemic. The solutions for this challenge are multi-faceted, but I can't imagine that it will not include automation. The jobs of the future won't look the same as today.

Industries that are utilizing AI won't look like they do now, either. Technology is already having a positive impact on quality of life for thousands. For many it is lifesaving, but technology is also expanding life experiences for people who never thought certain experiences were possible, like flying an airplane.

The House of Wheels is a center in Israel that works with people with physical disabilities. The life skills center is a welcoming place for those who rely on their own wheels, as in wheelchairs - whether because of cerebral palsy, muscular dystrophy or other physical disabilities. Participants master various abilities, but most importantly, they are taught "the maximum self-confidence and the tools of social interaction that can help them live their lives," says Yonatan Karni, House of Wheels CEO.

They recently added an adaptive cockpit that enables their participants to play "Microsoft Flight Simulator" exactly like real-world pilots, flight enthusiasts, and virtual travelers¹. The simulator was created by a team of Microsoft engineers from the "Garage." The cockpit was the output of the Microsoft Global Hackathon at the Israel Garage. There are 12 garage locations around the world. According to Microsoft²:

"The Microsoft Garage delivers programs and experiences to our employees, customers, and partners that drive collaboration, creativity, and experimentation. Our motto 'doers, not talkers' continues to be the core of what we are. The Garage attracts people who are passionate about making a difference in the world. They are relentlessly curious and lifelong, hands-on learners. By actively participating in the creative process, regardless of success or failure, each person gets the opportunity to gain valuable insights, increase their knowledge, and learn diverse perspectives."

It is all about culture. "Growth Mindset, Customer Obsession, Diversity & Inclusion, One Microsoft, and making a difference." This flagship hackathon attracts more than 70,000 employees and interns from around the world.

Imagine that as a resource to solve some of the most complicated technology challenges facing us today. If you are at all impressed with what has been accomplished already, hang on tight because the pace is about to pick up.

¹ news.microsoft.com/europe/features/wheels-up-accessible-cockpit-for-flight-simulator-takes-wing/

² microsoft.com/en-us/garage/about/

APRIL

Lean Six Sigma Green Belt
Starting April 5th | from 8 - 11 AM

**Business Analytics Certification
Prep Course**
Starting April 6th | 9 AM - 12 PM

Project Management Workshop
April 7th & 8th | 10 AM - 1 PM

Maximize Your Membership
April 14th | 9 - 10 AM

**Microsoft Excel for Office 365
- Part 1**
April 19th | 9 AM - 5 PM

OSHA 10-Hour
April 20th & 21st | 8 AM - 2 PM

**Microsoft Excel for Office 365
- Part 2**
April 21st | 9 AM - 5 PM

Strategic Sourcing Workshop
April 21st & 22nd | 9 AM - 12 PM

**Upgrading your Website with
Accessibility in Mind to Avoid
Lawsuits**
April 21st | 9 - 10 AM

Cybersecurity Summit
April 22nd | 8:30 AM - 3 PM

**Microsoft Excel for
Office 365 - Part 3**
April 22nd | 9 AM - 3 PM

**DISC Behavioral
Assessment Training**
April 26th | 8:30 AM -
12:30 PM

Operation Next Info Session
April 26th | 2 - 3 PM

**DIY Operational
Performance Evaluation**
April 27th & 28th | 9 AM -
12 PM

**Membership Spotlight:
Jamestown Container
Companies**
April 28th | 12 - 12:30 PM

MAY

**Microsoft Word for Office
365 - Part 1**
May 6th | 9 AM - 5 PM

Maximize Your Membership
May 12th | 9 - 10 AM

**Annual Celebration of
Manufacturing**
May 12th | 5 - 8:30 PM

**Microsoft Project
2019/2021 - Part 1**
May 13th | 9 AM - 5 PM

**Employment Litigation in the
Wake of COVID-19**
May 17th | 8:30 - 10 AM

**Tour of Stickley - Visual Factory with
Continuous Improvement**
May 17th | 3:30 - 6 PM

Introduction to Data Analytics Training
May 19th | 8:30 AM - 12:30 PM

Microsoft PowerPoint for Office 365: Part 1
May 20th | 9 AM - 5 PM

Supply Chain Management Workshop
May 23rd & 25th | 9 AM - 12 PM

**Project Management
Certification Prep Course**
Starting May 24th | 9 AM - 12 PM

Supervisory Leadership
May 26th | 8:30 AM - 12:30 PM

**Forklift Operator Safety
Train-the-Trainer**
May 26th | 8:30 AM - 3:30 PM

To register for training or
an event, visit macny.org/
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MEET THE TEAM

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.