

# MANUFACTURING MATTERS NEWSLETTER



THE MONTHLY NEWSLETTER OF MACNY, THE MANUFACTURERS ASSOCIATION | MAY 2026

## WE'VE LAUNCHED THE MANUFACTURERS TALENT INSTITUTE (MTI) TO HELP DEVELOP THE NEXT GENERATION OF SKILLED TALENT IN NEW YORK AND BEYOND

Last Month, MACNY, The Manufacturers Association, announced the establishment of the Manufacturers Talent Institute (MTI), a 501(c)(3) nonprofit that will serve as the organization's dedicated division for advancing workforce development and cultivating the next generation of manufacturing talent. The MTI's mission is to strengthen the nation's manufacturing landscape by developing a diverse, highly skilled talent pipeline and scaling MACNY's proven workforce strategies to new regions across New York State and beyond.

MTI launches at a pivotal moment for New York's manufacturing sector. Historic federal and state investments, particularly in semiconductor manufacturing, clean energy, and advanced technologies, are accelerating job growth. Meanwhile, employers across the country face significant talent shortages that threaten growth, innovation, and competitiveness. MTI will play a critical role in meeting this urgent need by equipping New York to train, attract, and retain the workforce needed for rapidly expanding industries.

The creation of MTI strengthens New York's manufacturing workforce infrastructure by enabling the expansion of MACNY's nationally recognized direct entry pre-apprenticeship and Registered Apprenticeship models beyond the state. As a national intermediary for Registered Apprenticeship, MTI advances industry-driven, high-quality workforce solutions, positioning itself as a trusted partner to manufacturers nationwide.

Building on MACNY's 113-year history of partnering with manufacturers to design and deliver effective workforce solutions, the MTI will offer innovative



**MANUFACTURERS  
TALENT INSTITUTE™**

training programs, share expertise that strengthens the manufacturing workforce landscape, and provide strategic support to industry, education, and community partners. As the umbrella organization for MACNY's comprehensive talent development portfolio, the MTI will expand career exploration through its Partners for Education & Business, Inc. (PEB) programming; advance direct entry pre-apprenticeship programs such as Real Life Rosies® and Advance 2 Apprenticeship®; and strengthen Registered Apprenticeship Programs, including the Manufacturers Intermediary Apprenticeship Program (MIAP) and the New York Registered Apprenticeship Manufacturing Partnership (NY-RAMP), while simultaneously supporting leadership development initiatives.

Together, these offerings create a continuum of support, from early exposure to career entry, mid-career upskilling, and leadership development, ensuring individuals at every stage can build the skills ...

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# Talent Development Awards

June 16, 2026 | The MOST

# PRESIDENT'S MESSAGE

Randy Wolken, President & CEO

## ADVANCED MANUFACTURING AND AMERICA'S NEXT ECONOMIC CHAPTER



The U.S. enters its 250th year as the world's most competitive economy, producing roughly 26% of global GDP with just 4% of the population and leading in innovation, capital markets, and high-performing firms. Yet a recent McKinsey report makes it clear that past success doesn't guarantee future leadership. The next era — shaped by AI, geopolitical competition, and demographic shifts — demands a renewed focus on advanced manufacturing as a pillar of national competitiveness.

Historically, U.S. economic strength has evolved through four major eras: agricultural, industrial, scientific, and digital. Each phase was marked by the nation's ability to translate innovation into scaled production and productivity gains. Today, the U.S. stands at the threshold of a fifth era, defined by advanced technologies such as AI, semiconductors, and electrification systems. Here, success won't just depend on invention, but on the ability to manufacture at scale within resilient domestic ecosystems.

This is where both the challenge and opportunity become clear. While the U.S. remains a global leader in innovation, it has experienced a decline in manufacturing capacity in critical sectors. For example, in semiconductors, the U.S. still leads in design and revenue but has seen its share of manufacturing capacity fall dramatically over recent decades. At the same time, approximately 40% of U.S. imports are considered critical to supply chain resilience, exposing vulnerabilities in national and economic security.

Despite this, the U.S. retains a powerful manufacturing foundation: a \$7.3 trillion industrial base and nearly 13 million workers, positioning it as the world's second-largest manufacturer. The report argues that this base, combined with unmatched innovation ecosystems, creates a unique opportunity to rebuild and modernize advanced manufacturing to drive both productivity and resilience. To succeed, the U.S. must align four critical enablers:

### Technology Translation into Production

Innovation leadership alone is insufficient. Competitive advantage will go to nations that rapidly convert breakthroughs in AI, materials science, and digital systems into manufacturable products, including advanced batteries, robotics, or autonomous systems.

### Workforce Transformation

Advanced manufacturing needs a workforce that blends technical skill with digital fluency. The report shows declining educational outcomes and skill gaps as a big risk. Future success requires building a pipeline of technicians, engineers, and operators, not just designing, but working alongside advanced technologies.

### Infrastructure and Energy Systems

Modern manufacturing depends on reliable infrastructure and affordable energy. Historically, U.S. growth has relied on resource abundance; maintaining that edge will require investment in energy systems that power electrification, data centers, and industry.

### Supply Chain Resilience and Domestic Capacity

Geopolitical tensions and pandemic disruptions have exposed risks of overreliance on global supply chains. The report calls for a more balanced model, leveraging global trade while strengthening domestic production in critical sectors. This is especially important for industries tied to national security and future competitiveness.

The report reinforces a central insight: manufacturing isn't separate from innovation; it's essential to it. Countries that lead in advanced manufacturing are better positioned to iterate, improve, and scale new technologies. Without this capability, even the most advanced innovations risk being commercialized — and captured — elsewhere.

The U.S. also benefits from strengths that support this transition: a culture of entrepreneurship, deep capital markets, world-class universities, and a history of reinvention. Americans have contributed to 76 of the 100 most important innovations since 1776, demonstrating an ability to lead technological change. However, the report warns these advantages must be intentionally aligned with industrial capability, not assumed.

Ultimately, sustaining America's competitive edge requires coordinated effort across business, government, and institutions. The goal isn't just growth, but economic security, productivity, and broad-based opportunity. Advanced manufacturing sits at the center, linking innovation to jobs and technology to production.

For leaders in advanced manufacturing, the implication is clear. The next era will reward those who can integrate technology, talent, and production into scalable systems. The U.S. has the foundation to lead — but only if it rebuilds its advanced manufacturing strength as a core driver of innovation and growth.

# GOVERNMENT RELATIONS

Bill Brower, Director of Public Policy & Community Impact

## THE POWER OF MANY: MANUFACTURING AT AN INFLECTION POINT



**Manufacturing in New York is at an inflection point.**

In my first few months at MACNY, I've spent a lot of time talking with colleagues, connecting with partners across the state, and getting up to speed on ongoing advocacy efforts. What's clear is that we're in a moment of real opportunity and real consequence.

Across New York, we're seeing significant investment and renewed momentum in manufacturing. That creates the potential for growth, job creation, and long-term economic strength. But investment alone doesn't guarantee success.

As New York finalizes its State Budget and begins implementing its priorities, the decisions made in Albany will help determine whether manufacturers can fully capitalize on this moment, or whether growth becomes harder, slower, and more uncertain.

That's where our focus has been, working closely with the Manufacturers Alliance of New York to advocate for priorities grounded in what manufacturers face every day:

**Workforce:** Programs like the Manufacturers Intermediary Apprenticeship Program (MIAP) and Real Life Rosies® deliver real results — for individuals, companies, and communities. They're building pathways into careers and helping employers develop the talent they need. Sustained and expanded funding for these programs isn't theoretical; it's essential to meet the scale of workforce demand ahead.

**Energy:** Manufacturers support New York's climate goals. But implementation must work in practice. Energy must be affordable, reliable, and available at the scale modern manufacturing requires. That means taking a practical approach to how we get there, including recognizing the role technologies like nuclear energy can play in maintaining stability and competitiveness.

**Cost and Competitiveness:** One of the most significant concerns we've been raising is the proposal to decouple New York from key federal tax provisions. At a time when manufacturers are making

decisions about where to invest and grow, decoupling would increase near-term costs and create additional uncertainty. In practical terms, it means manufacturers would pay more here, sooner, than they would elsewhere — while competing in the same national and global markets. It effectively moves New York out of alignment with federal policy and other states, making it harder, not easier, for companies to justify investment here.

Workforce, energy, and cost structure are all connected. Together, they decide whether New York is a place where manufacturers can expand with confidence or where they begin to look elsewhere.

This is why a unified voice matters.

Through MACNY and the Manufacturers Alliance of New York, manufacturers across the state are speaking with greater alignment and clarity. When policymakers hear consistent, experience-based perspectives from across regions, it strengthens understanding and influences outcomes.

I've been struck, even in these early months, by how engaged many of you already are. Advocacy Day, direct outreach to legislators, and sharing your experiences; these efforts matter more than people sometimes realize. They help turn real-world experience into better policy.

As the budget comes into focus, we'll keep you updated on what it means for manufacturers and where your voice can have the greatest impact. And as I continue getting out and meeting more of you, I hope to keep building this work together.

This is a consequential moment for manufacturing in New York.

And if there's one thing I've learned already, it's this: the most effective advocacy doesn't start in Albany. It starts with you. Your experience, your perspective, and your willingness to engage are what make this work real.

That's how we do this work well. And that's the power of many.

I'd welcome hearing what you're seeing — and where policy is helping or getting in the way.

(cont'd from page 1)

...necessary for long-term success in manufacturing. The MTI provides credentialed learning, structured development pathways, and responsive programming designed to meet evolving industry needs.

**“Launching the MTI marks a major step forward in preparing New York’s workforce for the demands of modern manufacturing. By expanding Registered Apprenticeships, strengthening pre-apprenticeship programs like Real Life Rosies and Advance 2 Apprenticeship, and leveraging partnerships with national and state organizations, the MTI is creating a comprehensive pathway for individuals at every stage of their career. Our goal is to equip individuals with the skills, credentials, and opportunities they need to succeed while ensuring manufacturers have the highly skilled workforce required to innovate, grow, and remain competitive in today’s rapidly developing industries.”**

-Michael Frame, Executive Director of MTI and Executive Vice President of MACNY.

Since its inception, MACNY and its partners have delivered measurable results throughout the state. The MTI and its partners will build on this success by expanding its Registered Apprenticeship Programs, which have engaged 801 apprentices across 26 trades with 128 signatory companies since 2022. These programs are supported through federal, state, and industry, including the NY-RAMP and MIAP programs. In addition, the MTI collaborates with key partners through the Manufacturers Alliance of New York to expand program reach and provide employers and apprentices with a robust support network. These funding streams and partnerships make Registered Apprenticeships more accessible through group sponsorship, technical assistance, and financial resources.

Meanwhile, the MTI’s pre-apprenticeship programs, Advance 2 Apprenticeship and Real Life Rosies, have supported 400 participants to date, achieving an 74% completion rate and a 77% employment rate. These programs are strengthened through national partnerships, including BlueForge Alliance – Maritime Industrial Base (MIB) and NSF Energy Storage Engine in Upstate New York, as well as support from Empire State Development and the New York State Department of Labor. Leveraging these collaborations, the MTI continues to equip individuals with the skills, credentials, and opportunities necessary for long-term success in today’s advanced manufacturing careers.

Through its Partners for Education & Business, Inc. (PEB) programming, the MTI expands early career exploration and awareness of manufacturing opportunities for students, educators, and job seekers across the state. PEB serves as a critical bridge between education and industry, connecting K–12 schools, postsecondary institutions, and employers to connect individuals to in-demand manufacturing careers and the skills required to succeed. By coordinating classroom engagement, work-based learning experiences, educator resources, and employer partnerships, PEB helps build informed, prepared talent pipelines that support long-term workforce sustainability and strengthen New York’s manufacturing ecosystem.

**“The launch of the Manufacturers Talent Institute (MTI) represents a natural evolution of MACNY’s long-standing commitment to strengthening the manufacturing workforce. For more than a century, MACNY has partnered with manufacturers to solve talent challenges. The MTI allows us to scale what we know works – Registered Apprenticeship, pre-apprenticeship, and industry-driven training models – so that manufacturers across the state and beyond have access to the skilled, diverse workforce they need to grow, innovate, and compete in the global economy.”**

-Randy Wolken, President & CEO of MACNY, The Manufacturers Association.



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# WORKFORCE DEVELOPMENT

Amanda Coe, Workforce Development Specialist

## LEVERAGING PRE-APPRENTICESHIP PROGRAMS FOR INCUMBENT WORKERS



For organizations facing skills gaps, a retiring workforce, and increased competition for talent, utilizing pre-apprenticeship programs to upskill their current workforce is one of the most effective solutions to building a stronger talent pipeline.

By taking a strategic approach to training their existing workforce, businesses can increase productivity while promoting retention and long-term growth — turning talent development into a competitive advantage.

### Defining a Pre-Apprenticeship Strategy for Incumbent Workers

For incumbent workers, pre-apprenticeship programs bridge the gap between their current roles and the technical, academic, and workplace readiness requirements of a Registered Apprenticeship. For employers, pre-apprenticeship programs are a structured, proactive approach to preparing current employees for the expectations and rigor of a formal Registered Apprenticeship program. Rather than sourcing external candidates or expecting workers to “*learn on the fly*,” pre-apprenticeship programs develop talent internally through targeted training and skill-building.

Before enrolling their workforce in a pre-apprenticeship program, businesses need a clear understanding of their workforce. Identifying current skill levels, career interests, and performance trends can determine which employees are strong candidates for Registered Apprenticeship, while outlining the job requirements and future workforce needs ensures alignment between training efforts and organizational goals.

A well-designed pre-apprenticeship program does more than train employees; it builds resilience, strengthens culture, and creates a sustainable pipeline of skilled talent. By investing in incumbent workers, businesses reduce reliance on external

hiring and improve long-term outcomes. By identifying and addressing skill gaps early, they reduce the risk of dropouts and promote confidence in participant success.

### Building a Strong Pipeline for Apprenticeship Success

Partnering with MACNY to align pre-apprenticeship training with established Registered Apprenticeship standards can help businesses to build a strong and sustainable talent pipeline. MACNY can help integrate structured mentorship models, and measure progress using clearly defined, outcome-based benchmarks. Through proven pre-apprenticeship programs such as Real Life Rosies® and Advance 2 Apprenticeship®, MACNY supports employers in preparing participants who are technically capable, work-ready, and well positioned to successfully transition into Registered Apprenticeship.

In addition to upskilling their current workforce, employers can further strengthen their talent pipeline by utilizing MACNY’s pre-apprenticeship programs as structured entry points for production operators, continuous improvement, and quality assurance roles. These programs are intentionally designed to align foundational training with Registered Apprenticeship standards while helping employees develop the technical skills, workplace behaviors, and problem-solving abilities required for success in advanced manufacturing environments.

By providing employees with a structured, supportive environment to explore future career tracks before entering a Registered Apprenticeship, organizations increase engagement, improve competence, and reduce attrition. Leveraging MACNY’s pre-apprenticeship programs enables manufacturers to intentionally develop skilled, motivated talent while ensuring a smoother and more successful transition into Registered Apprenticeship programs.

If you’re ready to make an investment in your workforce, please contact Amanda Coe, Workforce Development Specialist at [acoe@macny.org](mailto:acoe@macny.org) or visit [www.mfgtalent.org](http://www.mfgtalent.org).

# PARTNERS FOR EDUCATION & BUSINESS, INC.

Emily Langan, MPA, Manager, Partners for Education & Business, Inc.

## POWERING THE FUTURE WORKFORCE THROUGH INTERNSHIPS



As the K-16 arm of MACNY, Partners for Education & Business, Inc., advances career-connected learning by bridging education and industry to provide students with hands-on experiences, and clear pathways into in-demand manufacturing careers. Until recently, most of our work has centered around career and technical education classes, students in early college high school programs, and those who are finishing their associate's degree as part of these programs. We're incredibly excited to partner with the State University of New York (SUNY) to expand our reach and support junior and senior college students at SUNY schools with internships. This initiative will launch in the Mohawk Valley, where we'll work closely with SUNY Polytechnic Institute and Mohawk Valley Community College, as well as with our industry partners in that region to establish and expand experiential learning opportunities including internships, capstones, and other research-based projects.

Last year, SUNY Chancellor John B. King Jr. set a goal to provide every undergraduate SUNY student with an internship or experiential learning opportunity, before they graduate. These opportunities not only add to a student's educational experience, but also set them up for success after graduation through increased skill development, boosted confidence, and networking opportunities. Moreover, internships often lead to increased employment opportunities, higher starting salaries, and improved retention. As part of this plan, SUNY has also dedicated funds to offset the costs of running an internship program, to make it more accessible for smaller companies.

This initiative comes at a time when students are looking to gain hands-on, real-world experiences in their field of study, and companies are citing hiring challenges to recruit entry-level professionals. Internships are the solution to both, providing students with experience in their chosen field, while connecting companies with the next generation of talent.



Internships are invaluable experiences for students to apply their technical knowledge in real-world settings while also developing their professionalism skills before entering the full-time workforce. A key component of our work at PEB is career readiness, which focuses on skills like resume building, and interviewing but also on professional communication, such as writing an effective email, a critical proficiency for the workplace. These experiences give students the space to navigate workplace expectations and learn from missteps in a lower-risk environment, better preparing them for long-term career success. We're excited to partner with our members in the greater Mohawk Valley region, and develop new relationships as we grow and strengthen internship opportunities for SUNY students.

If you're interested in starting or expanding your college internship program, please reach out to our team at [PEBteam@macny.org](mailto:PEBteam@macny.org) or visit [www.mfgtalent.org](http://www.mfgtalent.org).

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.

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- Once you login, you will see the 2026 CNY SHRM and MACNY Wage & Benefit Survey task. *Click the pencil icon to begin the survey.*
- As a 2025 participant your survey data from last year has been automatically pre-populated.

### NEW PARTICIPANTS

Visit the website or scan the QR Code

- *Click the I want to register link.*
- Fill out the registration form and *click the Register button.* You will then receive an email with a temporary password.
- On the login page, enter in your email address and the temporary password. Note: enter email all in lower case and the temporary password exactly as you received it, both are case sensitive.
- As a new user you will be forced to change your password. Once you have done that, login with your new password.
- On the home page you will see the 2026 CNY SHRM and MACNY Wage & Benefit Survey task. *Click the pencil icon to begin the survey.*

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# LEADERSHIP DEVELOPMENT

Steve Maloney, Director of Training

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## ACHIEVING BETTER RESULTS TOGETHER



### Introducing the Crucial Teams Course

Advanced manufacturing growth and the incredible opportunity it presents are topics Randy Wolken, President & CEO of MACNY, has spoken about a lot recently. In those conversations, one message consistently rises to the surface: we can't go at it alone. Seizing this moment requires strong leadership and teamwork.

Having observed teams for decades, one thing is clear: exceptional teamwork is what drives results and helps organizations overcome challenges. We want our members to be successful and achieve standout results. That's exactly why MACNY introduced the *Crucial Teams* course.

What separates teams that simply function from those that truly excel? It's not just talent or strategy — it's how well people work together when it matters most. The *Crucial Teams* course is designed to help organizations strengthen collaboration, alignment, and accountability across teams.

At its core, *Crucial Teams* focuses on the moments that define team success: high-stakes interactions where differing perspectives, competing priorities, and tight timelines converge. These are the "crucial" moments where misalignment can derail progress — or, when managed effectively, can drive innovation and results.

*Crucial Teams* is a course designed to be experienced as a team. Whether it's an intact team, a cross-functional team, or a leadership team, any group of people working towards a common goal will benefit.

The course is built on the Strength Deployment Inventory (SDI), a workplace personality assessment that helps people better understand themselves and others for healthier relationships and more productive interactions.

Throughout the experience, teammates gain insight into their own motives and the motives of others, the unique strengths each person brings, and the behaviors that can trigger conflict. Each

participant also receives one year of access to the SDI platform, allowing for continued reflection and practical guidance in real-time team interactions. It's a powerful tool, and I'm always happy to walk through a demo if you'd like to explore it further.

The course is highly interactive, blending real-world scenarios, group discussions, and practical application. Participants leave not only with new insights, but with actionable strategies they can immediately apply to their own teams.

Ultimately, *Crucial Teams* is about more than improving teamwork — it's about creating a culture where collaboration becomes a competitive advantage. When teams are aligned, communicative, and accountable, they're better equipped to navigate challenges, adapt to change, and consistently deliver strong results.

Whether your organization is looking to strengthen cross-functional collaboration, improve execution, or simply help teams work better together, the *Crucial Teams* course offers a proven framework to make it happen. This program, along with the additions of *Crucial Influence*, *Mastering Your Message*, and *How to Work with Complicated People*, will add tremendous value to your organization and to those who are eager to grow as leaders.

MACNY's training department continues to see growth in our offerings in 2026. We are so excited to expand our world-class training and coaching opportunities for our members. Our mission for MACNY's leadership programming, specifically, is to drive greater impact and lasting change for leaders in any role. We also aim to influence and help grow the next generation of business leaders and teams throughout New York State.

As we move through 2026, we do so with a strong sense of purpose and excitement for lies ahead. We're grateful to be on this journey with you and appreciate your continued partnership.

Because, as Randy Wolken often emphasizes, the opportunity in front of us is too great to tackle alone. It will take strong leadership, aligned teams, and a shared commitment to working better, together. That's exactly what programs like *Crucial Teams* are designed to support.

Please contact me at [Smaloney@macny.org](mailto:Smaloney@macny.org) if you have any questions on any of MACNY's training and coaching programs.

# THE BOTTOM LINE

Brian Kurasewicz CPA, Audit Manager  
Bowers CPAs & Advisors

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## THE VALUE OF ADDING RISK ASSESSMENTS AND INTERNAL CONTROLS TO YOUR BUSINESS ENVIRONMENT

For organizations of all sizes, risk assessments and internal controls are essential for maintaining the integrity of data used in financial reporting and promoting operational efficiency. Conducting regular reviews of internal controls and assessing current and potential risks can help an organization improve operations, detect fraud, develop efficiencies, safeguard assets and information, and strengthen governance and compliance.

### Risk Assessment and Internal Controls

Risk assessments are a primary tool that enable organizations to review internal operations and policies to identify the risks they face. Timely and regular reviews of these policies allow organizations to act on those risks at any point in time. These assessments also enable organizations to implement safeguards through internal controls. Internal controls are the policies and procedures that ensure an organization's financial information is reliable, its operations are efficient, and it remains in compliance with laws and regulations. These controls should be reviewed for efficiency, weaknesses, and opportunities for improvement.

Examples of internal controls include segregation of duties, security measures, approval hierarchies, access limitations, secondary reviews, and account reconciliations. These controls can help detect errors or fraud in a timely manner, ensure proper approvals, limit unauthorized access, and promote transparency.

### Establishing a Framework Best Suited for the Organization

As a best practice, organizations should establish and maintain a framework that ensures day-to-day operations align with organizational goals. A common framework used is the COSO Framework, which serves as a foundation for integrity, ethical values, and a disciplined operational structure.

Key components of the COSO Framework include:

- **Control Environment:** The foundation of the organization's culture, including integrity, ethical values, and accountability.
- **Risk Assessment:** The process of identifying, analyzing, and managing current and anticipated risks that could threaten the achievement of objectives.
- **Control Activities:** Policies and procedures that ensure management's directives are carried out to mitigate risks.
- **Information and Communication:** Systems that identify, capture, and exchange information in a timely manner to support internal controls.
- **Monitoring Activities:** Ongoing or separate evaluations used to assess the quality and effectiveness of internal control performance over time.

### Building a Control Environment

To build an effective control environment, an organization should:

- Plan the objectives and scope of the internal control system.
- Evaluate and assess current processes and available documentation.
- Develop remediation plans and recommendations for any control gaps identified.
- Test the effectiveness of controls in addressing current and emerging risks.

Building this framework is not a one-time process; it should be ongoing and involve all levels of the organization, including employees, management, and those charged with governance. Promoting and investing in an ethical tone at the top can shape the organization's integrity and culture, while also ensuring employees understand their role in the control environment.

While some organizations may lack the resources or experience to implement these processes independently, it is encouraged to work both internally and with outside advisors and accountants. External advisors can help tailor strategies, provide control and process recommendations, and offer insight into current industry trends based on the organization's needs.

Establishing and maintaining these systems creates a structure that is both efficient and effective, supporting internal reporting, external audits, and overall oversight. Our team at Bowers has experience across various industries and has assisted numerous organizations in strengthening their control environments, including their risk assessment policies and procedures.

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Brian is a certified public accountant with over 18 years of experience in the public and private sectors of accounting for the real estate, manufacturing and distribution industries. Brian has managed and supervised client attest engagements for small to midsize companies, including audits, reviews and compilations of financial statements. During Brian's career in public accounting, he maintained a book of business and relationships that included local, national and international businesses.



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The Manufacturers Association

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# MAY

## TRAINING AND EVENTS

### THE 15 INVALUABLE LAWS OF GROWTH

May 1<sup>st</sup> | 9:00 - 10:30 AM

### NEW! WORKING BETTER TOGETHER: SDI FOR TEAM SUCCESS

May 6<sup>th</sup> | 8:30 AM - 12:30 PM

### TOUR OF INNOVARE ADVANCEMENT CENTER

May 6<sup>th</sup> | 3:00 - 6:30 PM

### SUPERVISORY LEADERSHIP

Starting May 7<sup>th</sup> | 8:30 AM - 12:30 PM

### MAXIMIZE YOUR MEMBERSHIP WEBINAR

May 7<sup>th</sup> | 9:15 - 10:00 AM

### WORKFORCE DEVELOPMENT STRATEGIES

May 8<sup>th</sup> | 8:30 - 10:00 AM

### CRUCIAL ACCOUNTABILITY

May 12<sup>th</sup> & 13<sup>th</sup> | 9:00 AM - 3:00 PM

### MAXIMIZE YOUR MEMBERSHIP

May 12<sup>th</sup> | 9:15 - 10:00 AM

### DEVELOPING AND IMPLEMENTING AN EFFECTIVE TRAINING & COMPETENCY SYSTEM

May 13<sup>th</sup> | 8:30 AM - 12:30 PM

### LEAN SIX SIGMA BLACK BELT

May 19<sup>th</sup> & 26<sup>th</sup> | 8:30 AM - 3:30 PM

### ADVOCACY: ALBANY SESSION UPDATE

May 19<sup>th</sup> | 8:00 - 8:45 AM

### MOBILE ELEVATING WORK PLATFORM (MEWP) TRAIN THE TRAINER

May 19<sup>th</sup> | 8:30 AM - 3:30 PM

### STRATEGIC SOURCING WORKSHOP

May 19<sup>th</sup> & 21<sup>st</sup> | 9:00 AM - 12:00 PM

### ADOBE INDESIGN: PART 1

May 20<sup>th</sup> | 9:00 AM - 5:00 PM

### ADOBE INDESIGN: PART 2

May 21<sup>st</sup> | 9:00 AM - 5:00 PM

### MICROSOFT EXCEL FOR OFFICE 365 - PART 1

May 21<sup>st</sup> | 9:00 AM - 5:00 PM

### MACNY'S 113TH ANNUAL CELEBRATION OF MANUFACTURING

May 21<sup>st</sup> | 5:00 - 8:30 PM

### MICROSOFT EXCEL FOR OFFICE 365 - PART 2

May 28<sup>th</sup> | 9:00 AM - 5:00 PM



REGISTER FOR AN EVENT OR TRAINING