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The Illinois **Manufacturer**

www.ima-net.org

Fall 2007

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Opinion . . .

Manufacturing's future depends on a skilled workforce

**IMA member profile:
Quality Float Works, Inc.**

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Manufacturing-focused high school opens in Chicago



Can a school make a difference in the profitability and sustainability of manufacturing companies and communities? That was the challenge posed two years ago to an exclusive design team . . .

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Mission Statement

The object for which the Illinois Manufacturers' Association was formed is to strengthen the economic, social, environmental and governmental conditions for manufacturing and allied enterprises in the state of Illinois, resulting in an enlarged business base and increased employment.

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Share your company news with IMA . . .

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Manufacturing in the 21st Century



While programs like Austin Polytech will help, they are only the beginning. We must continually strive to meet the needs of manufacturers to find and keep skilled workers.

It's no secret that employers in Illinois and throughout the U.S. are finding it increasingly difficult to find qualified workers to fill job openings. Rising numbers of retiring baby-boomers, coupled with fewer workers entering the labor pool, are forcing manufacturers to make difficult decisions.

In some areas, business, labor and government are pooling their resources to create innovative programs. Take for instance the Austin Polytechnical Academy, the result of a partnership between manufacturers, labor, educational and community leaders and Chicago Mayor Richard M. Daley. (See page 16 in this issue of *The Illinois Manufacturer*.) This group of concerned citizens launched the Chicago Manufacturing Renaissance Council (CMRC). Glen Johnson, former IMA Board Chairman, has been a driving force behind the CMRC since its inception more than three years ago.

CMRC has created a polytechnical academy at Austin High School designed to provide Austin's young people with career paths in manufacturing for the 21st Century. This September, 140 freshmen entered Austin's doors to learn about careers in production, management, and even ownership of a manufacturing company. The motivation of the students will determine how far they might go towards landing a rewarding, high-paying, skilled job in the manufacturing sector.

While programs like Austin Polytech will help, they are only the beginning. We must continually strive to meet the needs of manufacturers to find and keep skilled workers. Competition for workers continues to escalate in every sector and, according to experts, this will continue for at least another two decades (when the last of the baby-boom generation reaches age 70).

Some say the availability of foreign labor is part of the solution. However, when it comes to immigration, the possibility of implementing a well-reasoned, national policy has been lost in the chaos in Washington. Others look to outsourcing production to emerging economies like China, India and South Africa — an idea that has as many opponents as proponents.

The current reality is that "Made in America" is quickly becoming "Made in America, but not necessarily by Americans," or even worse, "used to be Made in America."

With the other challenges facing industry today — soaring energy prices, higher taxes, higher prices for raw materials, transportation costs, out-of-control health care costs, etc. — how will manufacturers meet the challenges of a shrinking skilled labor pool?


There are three things we can do right now. First and foremost, we need to communicate that careers in manufacturing are highly desirable. We know that many manufacturing jobs in Illinois pay well over \$50,000 per year — more than \$7,000 above Illinois' average statewide salary. These are the kinds of jobs that provide the opportunity to realize the American dream of homeownership; of sending children to college and also of securing a good retirement. At both the local and state level, we must do better at communicating that these are truly great jobs.

Secondly, education and training in the skills used in today's manufacturing environment should be offered in every school district, not just certain areas of the state — areas where a handful of gifted leaders recognize manufacturing's contribution to the fabric of the community. Curricula can be easily modified to teach industry-related skill sets. These skills include but are not limited to computer science, drafting and intuitive thinking. We have to begin culling out middle-school students who exhibit skills in math and critical thinking. In order to stimulate students' natural curiosity, we need to emulate after-school programs like those in districts that partner with the Illinois Math and Science Academy.

And lastly, Congress must develop a sound national immigration policy. Clearly, the current number of H-1B visas is inadequate. Cunning applicants can, and often do, present fraudulent documentation — succeeding at fooling even the most scrupulous HR professionals. This results in placing employers in jeopardy of violating the law. Washington recently announced a crack-down on employers, with possible fines being levied of \$10,000 for each illegal worker hired. Well meaning state governments have tried to fill the gap, but really should stop implementing their own immigration laws. The current hodge-podge of state policies needs to be repealed.

We may never see a return to the "glory years" of manufacturing, and maybe that's not what our goal should be. But when we put "Made in America" on a product, it should continue to mean "quality," not just in this country, but throughout the world. ■





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Thank you, danke, merci, and gracias!

In most issues of *The Illinois Manufacturer*, my column is filled with recent legislative developments or insight into the workings of state government, often times accompanied by a request or call to action to help protect and preserve the state of manufacturing in Illinois. This time, however, is different. Instead of providing a protracted summary of the recent overtime legislative session, marked by infighting in the Democrat Party and political gamesmanship never before seen in Illinois, I would like to take the time to say **thank you** to many key legislators and business leaders who stepped up to the plate this session and helped stop some of the most anti-business legislation ever seen in the Illinois General Assembly.

IMA member companies . . .

In response to Governor Rod Blagojevich's proposal to impose a nearly \$9 billion gross receipts tax (GRT) on employers to pay for new

state programs, the IMA Board of Directors issued a special call to action in early spring. For the first time in memory, the Board asked IMA member companies to make a special financial contribution to help fight the GRT and you responded. Hundreds of companies, from those in the Fortune 100 to small, family owned companies, located in all corners of the state responded and we raised hundreds of thousands of dollars that allowed us to respond to the Governor and his multi-million-dollar public relations juggernaut. While we could not match the Governor and his special interest supporters dollar-for-dollar, your generosity allowed the IMA to work quickly and efficiently to defeat these measures.

Illinois Coalition for Jobs, Growth & Prosperity . . .

Founded in 2003 by the IMA and four of our partners in the business community to engage in an Illinois Supreme Court race in southern

Illinois, this year the Illinois Jobs Coalition served as the single, unifying voice for defeat of the gross receipts tax and billion-dollar payroll tax proposed by the Governor. Early in the process, the IMA recognized that only a coordinated effort would be able to stop the largest tax hike proposal in Illinois history and the Illinois Jobs Coalition brought together manufacturers, retailers, insurance, real estate, contractors, financial entities, and other sectors of the business community to help raise more than \$1 million to aide in the battle.

Legislators . . .

House Speaker Michael Madigan, Senate Republican Leader Frank Watson and House Republican Leader Tom Cross and their caucuses: While Governor Blagojevich and Senate President Emil Jones chose to ignore the reality of the state's finances, it took strong leadership from Madigan, Watson, and Cross to help stop further ravaging of the state's economy. Despite the loss of almost 200,000 manufacturing jobs in the past seven years and the presence of a nearly \$2 billion debt in the state's annual operating budget, the Governor sought to impose a massive new universal health care program funded by \$10 billion in new taxes on employers. Fortunately, members of the Illinois House of Representatives voted unanimously to oppose this program and the Senate could not secure the needed votes for passage. We owe a debt a gratitude to those legislators who stood tall and mandated that the state live within its means.

Xpress Professional Services (XPS) . . .

A subsidiary of the IMA that is engaged in the public relations

see **THANK YOU** page 22



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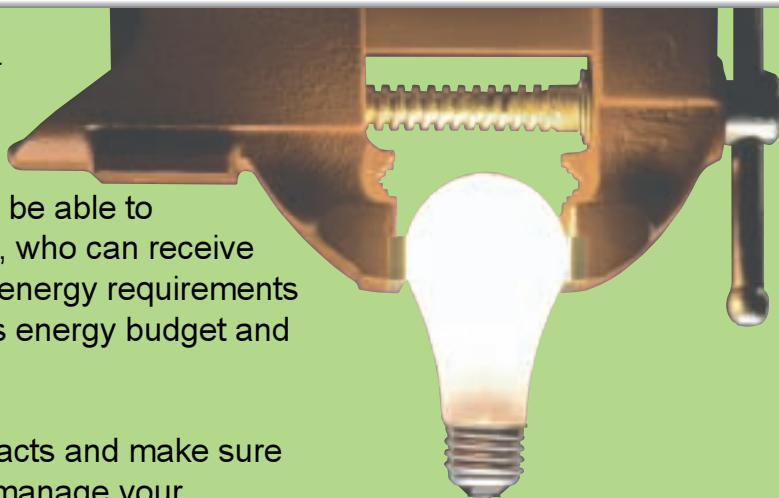


2007 IMA powerseries energy seminars

Illinois' New Electricity Market **Options, Opportunities and Strategies**

The new proposed electric market legislation will determine which companies will no longer be able to receive ComEd or Ameren's 'bundled' service, who can receive rate relief credits and what Illinois' renewable energy requirements will be. Learn how it will affect your company's energy budget and procurement plans.

Your supply options are changing. Know the facts and make sure you understand what strategies will help you manage your company's energy budgets through uncertain market conditions.



4 OPPORTUNITIES!

(attendance is complimentary, but seating is limited)

Collinsville	Peoria	Downers Grove	Webinar
1:00pm - 3:00pm Wednesday September 26 Gateway Center One Gateway Drive (Mississippian Room) Registration and Lunch 12:00pm - 1:00pm	9:00am - 11:00am Thursday September 27 Hotel Père Marquette 501 Main Street (Cheminee Room) Registration and Breakfast 8:00am - 9:00am	1:00pm - 3:00pm Friday October 5 Marriott Suites 1500 Opus Place (Ballroom) Registration and Lunch 12:00pm - 1:00pm	9:00am - 11:00am Wednesday October 10 Log-in details will be sent with confirmation

Note: date, time, and location for all seminars are subject to change. Please refer to the online registration link for the most recent information regarding the seminars.

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Rate relief legislation finally signed into law

For outside observers of the Illinois electricity market it must have seemed like an exciting and interesting ride. For those of us on the inside, however, with budgets and procurement decisions in limbo, watching and waiting for electric rate legislation to become law was unnerving. But the long wait is finally over. The electric rate relief legislation approved by the Illinois House and Senate was signed into law by Governor Blagojevich on August 28.

The Illinois Power Agency Act is the result of months of intense negotiation between the Illinois Attorney General and Illinois utilities and generators, with a primary goal of establishing a way for residential customers to mitigate the impact of new electric rates on their budgets. So, what does this mean to the Illinois manufacturer looking to make a decision on their electric supply?

Some manufacturing companies waited for this bill to be signed into law and have remained on ComEd's or Ameren's 'bundled' rate. And there are others being supplied by competitive suppliers that were on the fence as well waiting to decide how to meet their supply needs when their end-of-the-year contracts expire. So, if you were waiting for closure on this issue, here's a brief overview of the law and how it may impact your electric supply options and decisions.

Rate relief

Rate relief programs are getting most of the attention in the newspapers but will, in general, not affect manufacturers' utility bills. ComEd and Ameren will pay out \$1 billion in rate relief, bill credits, and other programs through 2010 primarily for residential customers. Other programs will target not-for-profits and small businesses.

Competitive declarations

Perhaps the most important element for IMA members in the proposed legislation is the declaration of certain customer classes as 'competitive.' A 'competitive' declaration means that the utility will no longer be required to provide a fixed price option to customers in a particular customer class. This decision is evidence that Illinois policymakers are confident that virtually all nonresi-

dential customers will be better served by competitive suppliers like Constellation NewEnergy than by ComEd or Ameren. The reasons for this include increased product options, 'green' renewable products, convenient billing and payment options, and energy budget management programs. Once the fixed price option is eliminated, businesses that fall into 'competitive' cus-

see **RATE RELIEF** page 23

If anything is certain, it is that change is certain. The world we are planning for today will not exist in this form tomorrow.

–Philip Crosby, Reflections on Quality



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From 'think tank' to recruiting engine

Motorola Center for Communication delivers multifaceted impact to industry, community, and company

When its doors opened at the University of Illinois Urbana-Champaign (UIUC) in 1999, the Motorola Center for Communication (MCC) was a way for Motorola to foster and investigate leading research ideas and align with a reputable state university. Eight years later, the Center stands as a national model for collaborative partnerships between industry leaders and academic institutions, which helps attract top talent in an ultra-competitive and crowded recruiting market.

"The Motorola Center for Communication started as a unique opportunity to forge a close research alliance with a major corporation," says Ravi Iyer, MCC Director and Professor of Computer and Electrical Engineering at UIUC. "It has now become a best-in-class example of a corporate-academic partnership and

one that is being emulated at other universities nationwide."

The MCC is an integral part of the UIUC College of Engineering, more specifically the Coordinated Science Laboratory, known as a "think tank" of computing control and communications technology in the industry. Funded by Motorola, the Center conducts research that spans the breadth of communications-related technologies, with key focus on approximately 10 active research projects being conducted by 20 to 25 sponsored graduate assistants and 15 faculty members. Each project is supported by a Motorola Labs engineer and is carefully chosen by a Motorola-UIUC Board of Directors that believes the research area is critical and relevant.

Academic research partnerships, such as this one at the UIUC, are an

integral part of Motorola's research and development. Researchers at MCC take an open-ended approach to R&D and contribute to early-stage innovation at Motorola. The projects are specific in focus, yet broad in approach, and span from wireless security to software development.

One such project being conducted at the Center specifically concentrates on software defect analysis. The program being developed could be used to check codes in mobile devices in order to identify and locate bugs. Should this technology be incorporated, it could significantly reduce the time-to-market for mobile phones, while at the same time ensuring that the phones are relatively problem-free for consumers, resulting in an enhanced consumer experience.

Another critical area of research at the MCC is security surrounding wireless systems. Security has been identified as a "problem everyone knows is coming," according to Iyer, and the Center has several projects focused on the issue. This effort is an example of the proactive approach that is at the heart of the Center, as it anticipates future technological needs and addresses them.

Although most academic research partnerships are designed to support the R&D activities, Motorola discovered an additional benefit to the organization — an opportunity to recruit top talent. The MCC is a way for Motorola to build visibility among faculty and coveted engineers.

"Recruiting top engineering talent is an ongoing priority for any robust research organization, such as ours," said Gary Grube, Motorola Senior Fellow and MCC Director. "We found that our research partnership with MCC has provided us with more than just research support, but

see **MOTOROLA** page 27



Regulatory Flexibility Revolution

Under the thumb of overzealous taxation and centralized regulation from an uncaring and distant government, the Founders of our nation decided to take action. Today, after years of feeling some of the same frustrations and neglect, small businesses are taking action as well. From coast to coast, another revolution is taking hold as small business owners, their employees, and supporters are demanding an end to one-size-fits-all regulations and arcane rules that can stifle innovation, hard work, and creativity.

Excessive federal regulatory burden is a real problem for small business, as research by the Office of Advocacy of the U.S. Small Business Administration shows. Small businesses with fewer than 20 employees annually spend \$7,647 per employee to comply with these regulations compared to the \$5,282 spent by larger firms. That is a 45 percent greater burden just to comply with federal mandates, and it does not count costs associated with state and local regulations.

Any small business owner on Main Street will tell you that a major part of their regulatory burden comes from state government. However, not every state requires its regulators to be sensitive to how their mandates affect small business. That reality prompted a movement designed to create local regulatory flexibility. The Office of Advocacy of the U.S. Small Business Administration drafted model legislation for consideration by the states that mirrors the federal Regulatory Flexibility Act. That act requires agencies to analyze the economic impact of a proposed regulation on small business and to consider less burdensome alternatives that still accomplish the agency regulatory goal.

Since the introduction of the model legislation, 37 state legislatures have considered regulatory

flexibility legislation, and 21 states have implemented regulatory flexibility via Executive Order or legislation. This year, 13 states have introduced legislation; Governors in Arkansas, Maine, Tennessee, Texas, and Washington signed regulatory flexibility legislation into law and the Hawaii legislature recently passed a bill to improve their state statute.

Illinois provides an example of how regulatory flexibility can inject common sense into state rulemaking.

The Illinois Department of Public Health proposed that indoor physical fitness facilities have an automated external defibrillator (AED) on the premises, in case of a customer heart attack.

AEDs typically come with instructions telling an untrained user exactly what to do. However, the proposed rule required all fitness clubs to have a trained AED staff member on the premises during open hours.

This posed a problem for 24-hour facilities, and for “key clubs” whose members have 24-hour access, even if staff is not present.

Illinois’ regulatory flexibility law allows the Department of Commerce and Economic Opportunity (DCEO) to request that agencies analyze the impact of a proposed rule on small business. The DCEO engaged indoor physical fitness facilities and small business advocacy groups in discussions about the rule. It then provided comments to the Department of Public Health on the impact of the rule and suggested a less burdensome alternative for small businesses.

The result was a victory for small business, which did not jeopardize the regulatory objectives. Fitness facilities were no longer required to have a trained staff member present during open hours, but rather to have one trained member on the

see **REVOLUTION** page 27





Opinion . . . Manufacturing's future depends on a skilled workforce

By Sandra Westlund-Deenihan

training, since technology is continually changing these days. Unfortunately, our aging workforce is beginning to leave the workplace, thus creating increased demand to replace seasoned, skilled workers.

We consistently hear reports that companies are unable to fill entry-level jobs with starting wages of \$12 to \$15 an hour. In some cases, even potential entry-level workers still need basic skills such as math, English and even communication skills. I can tell you from first-hand experience that the students graduating today often lack these basic skills. From "Manufacturing 101" to instructing employees that they need to contact their employer if they are not coming to work, to reinforcing the idea that pay increases are tied to performance, today's workforce desperately needs basic training. Let me be clear — these are considered good jobs, jobs that provide benefits, employer-sponsored tuition reimbursement and training. Manufacturing jobs provide career advancement opportunities that connect workers with pathways to careers that pay in the \$70,000 to \$80,000 range annually. In a nutshell, we are providing excellent jobs, with solid pay and benefits, but worker shortages continue to exist.

According to the Manufacturing Institute and Center for Workforce Success, jobs that require a two-year college degree will continue to grow rapidly, increasing by over 40 percent over the next fifteen years. Unfortunately, the United States ranks tenth worldwide in the number of persons between the ages of 25-35 who possess a high school diploma or greater. These statistics are not in our favor. It gets worse. Forty percent of all the students receiving Masters' degrees and sixty percent of all students receiving doctorates are foreign born. The prob-

One of the greatest challenges facing the manufacturing industry today is the lack of a skilled workforce. As President of an Illinois manufacturing company, I believe workforce development is the key to whether or not we remain competitive in today's global marketplace. It is my opinion that we are now in a true crisis situation that requires a paradigm shift among the manufacturing industry, educational institutions and our elected officials.

Manufacturers share a widespread and common need for skilled workers, especially for those who want to build long-term careers in

manufacturing. The problem is twofold. First, there are fewer workers available with the skills required to be productive in advanced manufacturing. In addition, the required skill level for workers is continually rising. Manufacturing jobs today are more technologically savvy, and require expert training. Today's workers must adapt to an advanced workplace. The days of using a hammer are long gone for the average manufacturing worker.

In order to remain competitive, employers are adopting advanced technologies that require workers with higher skill levels. We must also have employers and employees who are committed to ongoing

lem isn't educating foreign students, but the problem occurs when those students return to their country of origin and set up companies that compete with us. We are training our competitors. These numbers indicate that we are losing to our international competitors on the level of training because their students want to learn while many of our students don't seem as motivated.

Brain drain or something else? Recruitment is part of the solution.

Recruiting workers is severely hampered by the poor image of manufacturing. When was the last time you heard a high school counselor or college advisor encourage a student to pursue a career in manufacturing? Public perception of manufacturing is focused on the job that my grandfather had when he started the family business in his southwest side home — the guy using the hammer. Today, manufacturing is a far cry from that model and in some cases, even more advanced, more technical and more in need of skilled workers than other sectors.

We need to change the hearts and minds of educators and others. They need to be convinced that a career in manufacturing provides a bright future. In fact, job seekers are more likely to find a job quickly, with more incentives, in the manufacturing industry because manufacturing employers are yearning for a quality workforce even more than elsewhere. The best advocates for manufacturing are manufacturers.

Employers need to take a more active role in workforce development and not rely on public policy leaders and educational institutions to be top recruiters. This is one lesson we can learn from our Armed Forces — they send recruiters to college campuses. We, as employers, need to be the top recruiters.

Employers need to “fast-track” workforce development by putting resources into training, immediately fostering partnerships with community colleges to develop curriculums that meet employers' needs, and encouraging government leaders to prioritize the need for post-secondary training for working adults and non-traditional students. An excellent start would be a twelve-week, basic training program for entry-level workers

that teaches math, science, technological and communication skills, and is paid for by the employers. This intense training program could provide our workforce with the basic skills they need. After those twelve weeks of training, we will have successful graduates who can enter the workforce and learn the “on-the-job” skills that are such a valued commodity. However, all graduates will need to pass a written and practical exam to earn credentials before they can move forward. We must provide accountability for this program so employers and community colleges can assess our results.

It is imperative that this solution be employer-driven because we are the ones who know the challenges facing our businesses. The program must offer clear benefits for employers who will get access to trained workers, as well as clear benefits for individuals who are interested in

the advanced training that is needed so manufacturing can remain competitive. This pipeline will be comprised of an adult workforce and non-traditional students that might include dislocated workers, immigrants, veterans, women from shelters, low income youth workers, incumbent workers and even those who have been incarcerated.

This program is aggressive, but I remind you of this: Look at your shop room floor. I have heard countless stories about the lack of workers filling second and third shifts and the costs associated with hiring to fill those shifts. How many of us have said that we need advanced manufacturing employees, machinists, programmers, robotics, etc.? Now, we have an aging workforce and an untrained workforce. It is clear that nearly everyone needs post-secondary education. Our current policies do not adequately

Employers need to “fast-track” workforce development by putting resources into training, immediately fostering partnerships with community colleges to develop curriculums that meet employers' needs and encouraging government leaders to prioritize the need for post-secondary training for working adults and non-traditional students.

gaining skills to get ahead. It must also produce benefits for communities by contributing to the economic vitality of the region. This partnership with community colleges will allow employers to describe our workforce needs and allow the colleges to supply workers for that demand. Furthermore, employers must be willing to participate in job fairs and forums to describe what a career in manufacturing really means and what skills the college can provide in preparation for these careers.

We must also customize this training based on our regional needs. The type of manufacturing training that is needed in Northern Illinois might be different than what is needed in Southern Illinois or Central Illinois. The “one-size fits all” approach will not work. It is just more of the same from the past, and that has not developed the workforce we need. It is my goal to build a pipeline of employees for the future who have

embrace adult and non-traditional students, and need to be changed.

It is imperative that our state and national elected officials embrace a policy agenda that supports adult and non-traditional students. Most manufacturing companies are family-owned and operated and have strong roots in the community. We are active in our community, and often participate in dialogues with our elected officials personally, or through professional organizations. Our elected officials need to hear what is really happening and how they can help. Furthermore, I think that complaining about jobs going overseas is a red herring.

We need to care more about creating a workforce domestically that fills the jobs we need now. This agenda should include prioritizing post-secondary training, providing financial aid to part-time adult workers and non-traditional students, col-

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WORKFORCE

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laborating with community colleges on providing aid for specialized training and instituting measures that don't just produce traditional four year college graduates.

We have all heard the disturbing statistics that Illinois has more public sector jobs than manufacturing jobs. In 1915, my grandfather started Quality Float Works, and 92 years later we continue to grow.

The legacy I hope to leave to my family is not one of a dying industry that was unwilling to be innovative, but of an industry that picks itself up by its bootstraps and not only survives, but thrives. And, that's just what I plan to do. ■



*IMA member
Sandra
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Deenihan is
President of
Quality Float
Works, Inc., a
Schaumburg-*

based manufacturing company that produces hollow float metal balls. She serves on the Board of Directors of the National Association of Manufacturers.

IMA member profile. . .

Quality Float Works, Inc.

Quality Float Works, Inc. (QFW) manufactures the premier metal float balls in the industry. QFW floats are engineered to the most exacting standards and built by skilled craftsmen. Every detail of production, inspection, and testing of each individual float is attended to by QFW.

Advanced production capacity and in-house design capabilities allow QFW to develop floats in a wide variety of shapes and sizes for countless industries. They can develop specific floats for even the most critical control conditions and will custom build any float to meet the necessary requirements.

Customers throughout the United States, Canada, Asia and Europe rely specifically on QFW floats to operate their equipment. A float is a hollow metal floating ball that is used to level liquid controls. Basically, think of a toilet float, but more industrial. Many products you see and use every day could not be operated without float balls.

QFW has customers like Dupont, Ford, General Dynamics,

Grainger, the U.S. Navy and Walt Disney who use their floats as vital components in their equipment. In fact, without QFW floats, their products would not work.

QFW history

In 1915, Louis Yablin founded Chicago Float Works in his southwest side home in Chicago. An immigrant tradesman, he had the know-how in metal spinning that ultimately developed into creating metal floats which became the foundation for the company. In 1995, Chicago Float Works evolved into Quality Float Works, Inc., located in Schaumburg, Illinois, and remains a family owned and operated company.

The ingenuity that launched QFW more than 92 years ago continues today. QFW is a global competitor, in part due to the development of its innovative Quality Float Valve division which uses an entirely assembled float unit as opposed to just the float ball. Since its inception, total sales have grown by 50 percent and international sales have grown by 12 percent. Many QFW products are

Continued on next page

Join us in Chicago for the

Illinois Manufacturers' Association 2007 Annual Meeting Friday, December 7, 2007 HOTEL INTERCONTINENTAL

10:30 am—Networking reception

Noon—Lunch program and Keynote address

2:00 pm—Networking reception (continues)

The reception will offer attendees the opportunity to network with IMA's affinity partners before and after the luncheon. During the luncheon, selected IMA members will receive legacy awards and the following IMA founding members will be honored:

- Amsted Industries, Inc. • Brunswick Corporation •
- Commonwealth Edison Company • Deere & Company •
- Dial Corporation • Peoples Energy Corporation •
- Tablet & Ticket Company •

Visit www.ima-net.org for registration information or contact Kimberly McNamara at 800-482-0462, email: kmcnamara@ima-net.org



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used in developing countries for water purification systems. This vision has allowed the company to grow in times when others in the manufacturing industry have faced troubled waters.

In the mid-1990s, Quality Float Works, Inc., received the IIT Industries "Excellent Supplier Award" for outstanding service. Quality is not just in the company name, but it is also built into every product. QFW has instituted a 100 percent inspection rate at every level of production and all products are individually tested prior to being packaged for shipment. This commitment to service has earned QFW a 100 percent Customer Service rating from FMC Corporation, one of the world's most diversified chemical companies.

Quality Float Works, Inc. is an active and energetic corporate member in promoting manufacturing. Through corporate and association partnerships, QFW helps shape industry policy on such issues as workforce development, tax policy, legal reform and environmental issues. QFW's industry affiliations include the Illinois Manufacturers' Association (IMA) and the National Association of Manufacturers (NAM), among others.

Principals

Sandra Westlund-Deenihan serves as President and Design Engineer of Quality Float Works, Inc. Since it was established in 1915, QFW has grown into one of only three metal float manufacturing companies operating in the United States. Since she acquired ownership in 1995, Sandra has supervised company growth and developed QFW into a global competitor with exports to China, Vietnam, Singapore and countless European countries.

Sandra is committed to public service education and the future of the manufacturing industry. She has spoken at numerous high schools encouraging students to look at manufacturing as a career. Recently, Sandra has become a "Business Champion," a member of an elite task force of business leaders joining together to increase the competitiveness of the American workforce.

Jason Speer serves as the Vice President and General Manager of



Jason Speer and Sandra Westlund-Deenihan, proprietors of Quality Float Works, Inc.

QFW. Since becoming Vice President, Jason has grown the company by 50 percent. International sales have grown by 12 percent and the QFW workforce has grown by 15 percent.

Jason's commitment to public service is exhibited by the numerous leadership positions he holds with countless small business and community organizations. He revitalized the local Lions Club after hearing of its continuing decline in membership — growing the organization

from three members to twelve members in just six months.

Jason also serves in leadership positions with the Illinois Manufacturers' Association, Schaumburg Business Association and the Streamwood Chamber of Commerce. He is also a Commissioner for the Village of Streamwood. Jason was also recently tapped to serve as an associate member of the Legislative Manufacturing Caucus in Springfield. ■

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Chicago's first manufacturing-focused high school opens its doors



Dan Swinney (left), executive director of the Chicago Manufacturing Renaissance Council, accompanies Principal Bill Gerstein (third from left, back row) and other staff members and teachers from Austin Polytechnical Academy on a tour of Brach Candy over the summer.



Austin Polytech Principal Bill Gerstein (left) and the Dean of Students, Rev. Kenneth Jones (right), discuss robotics technology with an employee of Winzeler Gear, a manufacturer of plastic gears, during a tour of the company's Harwood Heights facility.

Dan Swinney (standing), executive director of the Chicago Manufacturing Renaissance Council, addresses students in Austin Polytechnical Academy's summer program.

By T. Shawn Taylor

Can a school make a difference in the profitability and sustainability of manufacturing companies and communities?

That was the challenge posed two years ago to an exclusive design team brought together to create a high school dedicated to educating a future generation of highly-skilled, modern-day manufacturing employees, managers and owners. The result: Austin Polytechnical Academy, Chicago's first manufacturing-focused high school.

Located in the historic Austin community on Chicago's West Side, Austin Polytech opened its doors on September 4th with a freshman class of 145 students. The school is a project of the Chicago Manufacturing Renaissance Council (CMRC), a partnership of business, labor, government, educators and community leaders founded in July 2005 to promote programs and policies to sustain and grow Illinois' manufacturing economy.

"Austin Polytechnical Academy is a uniquely creative approach to preparing students for careers in manufacturing," said Gregory W. Baise, president and CEO of the Illinois Manufacturers' Association

(IMA). "The result of a partnership made up of manufacturers, labor, government and educators, Austin Polytech shows what can be achieved today to guarantee Illinois manufacturing has leaders for the future."

A recent article in *The American Prospect* magazine described Austin Polytech as "a new sort of vocational school: one that increases, rather than constrains, options. It will not only prepare students for college, but do so more intensely than surrounding schools."

"I want to congratulate and particularly thank Mayor Richard M. Daley, Chicago Public Schools' CEO Arne Duncan, Margaret Blackshire, the past president of the Illinois AFL-CIO, and especially Glen Johnson, the IMA's former Board chairman. Their efforts are the cornerstone of this program," Baise said.

Forming and sustaining partnerships with manufacturers to provide educational and financial support will be fundamental to the school's success, organizers say. The Chicago Public School's per-pupil allocation falls short of what is needed to support the school's innovative, industry-specific programs and its commit-

ment to a longer school day, to be held from 8:00 am to 5:00 pm.

On September 12, a fundraiser for the school is being held at Arthur Machinery, 2501 Landmeier Road, in Elk Grove Village, from 4:00-6:00 pm, to inform company owners and managers about the school and how they can contribute to its mission. Co-sponsors of the event include Arthur Machinery; the IMA; S&C Electric Co.; Winzeler Gear; Bison Gear and Engineering Corp.; DeCardy Diecasting; P-K Tool and Manufacturing Co.; Hudson Precision Products Co.; and the Tooling & Manufacturing Association. Organizers have set a fundraising goal of at least \$40,000 to match a challenge grant that would help pay for an industrial coordinator position at the school. (To attend, please RSVP with Kimberly Harr at 847-593-1610 or at kharr@arthurmachinery.com).

"The manufacturing economy in Illinois requires workers with various skills levels and abilities to ensure the continued growth and vitality of manufacturing firms competing in the global economy," said Dan Swinney, executive director of the CMRC. "Austin Polytech students

will graduate with the knowledge base to compete in the world market.”

The students will be taught from a nationally-recognized pre-engineering curriculum known as Project Lead the Way and will have access to coaching, mentoring and job opportunities through the 24 manufacturing companies that have, so far, joined the Austin Polytech partnership. Upon graduation, students will have earned one or more industry credentials under the National Institute of Metalworking Standards (NIMS).

“Austin Polytech students will be prepared to go on to college or to enter the workforce, whichever they choose,” Swinney said. “In manufacturing, we’re encouraging them to aspire to high-skilled production positions, management and, one day, ownership.”

The school also enjoys the support of the organizations and individuals that comprise the Council’s governing body — four co-chairs that personify the uniqueness of the partnership and the clout it wields: David Hanson, commissioner of the Mayor’s Office of Workforce Development; Glen Johnson, former IMA Board chairman; Kathleen Nelson, acting commissioner for the Chicago Department of Planning and Development; and Jorge Ramirez, secretary-treasurer of the Chicago Federation of Labor.

As the school year was set to begin, excitement about Austin Polytech moved up another notch with the announcement of a robotics team, an initiative made possible under the Chicago Public Schools’ Afterschool Matters program, which exposes students to hands-on career courses taught by industry professionals. The team, sponsored by Motorola Corp., will be lead by an industry professional. About 20 students will be given the challenge of building a robot out of a box of raw materials. The students will meet for one hour, four days a week for 22 weeks, and will submit their entry into the *FIRST* Robotics Competition, which reached more than 32,500 high school students on 1,307 teams in 37 regional competitions in its flagship year in 2007 (See box at right).

“There are a million different ways to make a robot from those materials,” said Principal Bill Gerstein, who added that the com-

see **HIGH SCHOOL**, page 18



The *FIRST* Robotics Competition

WHAT IS IT?

A unique varsity sport of the mind designed to help high-school-aged young people discover how interesting and rewarding the life of engineers and researchers can be.

WHAT IS UNIQUE?

- It is a sport where the participants play with the pros and learn from them.
- Designing and building a robot is a fascinating real-world professional experience.
- Competing on stage brings participants as much excitement and adrenaline rush as conventional varsity tournaments.
- The game rules are a surprise every year.

HOW IT WORKS

The *FIRST* Robotics Competition stages short games played by remote-controlled robots. The robots are designed and

built in six weeks (out of a common set of basic parts) by a team of 15 to 25 high-school-aged young people and a handful of engineers-mentors. The students pilot the robots on the field.

Each school year, teams are formed in the fall. Competitions take place in March and April. The *FIRST* Robotics Competition Regional events are typically held in university arenas. They involve 40 to 70 teams cheered by thousands of fans over two and a half days. A championship event caps the season. Referees oversee the competition. Judges present awards to teams for design, technology, sportsmanship and commitment to *FIRST*. The Chairman’s Award is *FIRST*’s highest honor.

For more information, contact *FIRST* at 200 Bedford Street, Manchester, NH 03101, 800.871.8326, www.usfirst.org

HIGH SCHOOL

Cont. from page 17

petition was created by Dean Kamen, the inventor of the "Segway," a high-tech, people-mover vessel best-known in Illinois for its use by Chicago beat police patrolling in the downtown area.

"The team that builds the most innovative robot wins it," Gerstein said, adding: "We thought that based on the model of the school that we have that we should have a robotics team."

Austin Polytech will be one of two schools located within the former Austin High School building at 231 North Pine Street. Gerstein said that \$20 million in renovations, including exterior upgrades and a new roof, will be ongoing throughout the 2007-2008 academic year. The school will draw more than 90 percent of its student body from the Austin community. Fifty-four percent

of the students are girls, according to Bernina Brazier, assistant principal.

During the summer, 40 of the 145 incoming freshmen participated in a summer program designed to help students bone up on their English and math skills before the start of the school year. Gerstein said that many of the students were especially deficient in math. Incoming freshman Miya Bell said she feels ready to tackle Algebra now.

"I've got a whole new attitude about math. Before, I didn't like math. But now, I like it," said the 15-year-old Bell. "The teacher does a good job of explaining it and making it interesting."

The summer program was held at the Chicago Park District's LaFollette Park while the building underwent renovations. Students also took part in an electronics class that served as a primer to the world of high-tech manufacturing and participated in a tour of Eli's Cheesecake. Eli's is one of the school's partner companies.

"A food company like Eli's was a

great introduction into manufacturing," Swinney said. "Eli's is a great place for kids. Food manufacturing is a key sector of our manufacturing economy."

During the Eli's tour, Brazier brimmed with pride as the students, dressed in colorful T-shirts emblazoned with the school's logo, eagerly shot up their hands to answer questions posed by assistant marketing manager Brian Cravens, who led the tour.

"If these kids are an example of what we can expect from the freshman class, then we're going to have an outstanding student body," Brazier said. ■

T. Shawn Taylor is Director of Communications for the Chicago Manufacturing Renaissance Council. She can be reached at 312-371-6260, or email tshawntaylor@yahoo.com. Visit www.clcr.org/austinpolytech.com.



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Constellation NewEnergy — Local service from a global leader

Fortune 500

Fortune magazine's list includes IMA members

By Jenna Kruse, IMA intern

Fortune magazine releases an annual edition of the top performing industrial businesses in the United States. Ranking the companies in terms of sales, the listing has become the "who's who" in business and a title deeming honor, respect, admiration, and prestige. Twelve of the thirty-three Illinois companies to attain a coveted spot on *Fortune* magazine's top 500 list are IMA member companies, with seven of the top ten also belonging to the IMA.

Boeing leads Illinois corporations in the Fortune 500, sitting comfortably as the world's largest manufacturer of commercial jetliners and military aircraft along with its abundance of other manufactured aeronautical systems. Headquartered in Chicago, the company continues to expand its services and product line for suppliers across the globe.

State Farm Co. ranks as the second most profitable Fortune 500 Illinois corporation as it specializes in car and home insurance. Based out of Bloomington, Illinois, the company manages over 74 million auto, fire, life and health policies in the United States and Canada.

Sears Holdings, the parent company of Kmart and Sears, Roebuck and Co., is a leading provider in home appliances, tools, lawn and garden, home electronics, and automotive repair and maintenance services in North America. The esteemed corporation operates out of Hoffman Estates in northern Illinois and lands the number three spot in top Illinois corporations.

Motorola Co., the company to revolutionize portable cellular technology by creating the world's first commercial portable cellular phone in 1983, retains the fifth spot in Illinois corporations on the Fortune 500 list.

Caterpillar Co., in business since 1925 and based out of East Peoria, is recognized as the world's leading manufacturer of construction and mining equipment, and diesel and natural gas engines, as well as industrial gas turbines. The high-tech global company is a leading U.S. exporter while also a major contributor in exploring sustainable energy. It comes in as number six amongst Illinois Fortune 500 companies.

Deere & Co. is a worldwide corporation that relies on its values of integrity, quality, commitment and innovation. The world's leading manufacturer in farm and forestry equipment ranks in the top 100 nationwide for the Fortune 500 and ninth in Illinois.



Abbott Laboratories of Abbott Park rounds out the top ten Illinois businesses to rank in *Fortune* magazine's top 500 corporations. A health care company involved in the manufacturing, research and development, and distribution of new medicines and technologies, it has upheld its respectable reputation in the healthcare industry for more than 100 years.

McDonald's Co., based in Oak Brook, has led the fast-food restaurant industry for more than 50 years. One of the most recognizable brand

names and cultural icons today, the golden arches serve more than 52 million customers a day helping to make McDonald's eleventh in Illinois' competitive collection of Fortune 500 corporations.

Baxter International, a global leader in the healthcare industry for more than 75 years, manufactures medical devices and pharmaceuticals, and conducts research in biotechnology while helping with the treatment of complex medical conditions. The corporation is based in Deerfield and is the sixteenth company to represent Illinois in the Fortune 500.

Smurfit-Stone Container Co. has an international presence in the manufacture, supply, and conversion of high-quality, value-added paperboard products, containerboard, and corrugated containers. With a focus on North America, the company bases its operations out of Chicago, and ranks twenty-first in the Fortune 500.

Brunswick Co. continues to rank in the top 25 for Fortune 500 Illinois companies after being in business since 1845. Brunswick specializes in the manufacturing of marine engines, boats and recreational fitness and sporting equipment. The company continues expanding its global presence in the world market while operating out of their headquarters in Lake Forest.

Tribune pulls in as number 28 in Illinois Fortune 500 corporations. The company continues to be one of the top media companies in the United States and is the only media organization with newspapers, television stations and websites in the nation's top three markets. Based in Chicago, the publishing and broadcast company also sponsors the Chicago Cubs. ■

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Go green with Heritage-Crystal Clean

Increasing waste management costs, more stringent regulations and increasing administrative burdens are encouraging many firms to attempt to minimize the quantity of waste material they generate. Current state and federal policies regarding waste minimization encourage the reduction of waste at its source through process modifications.

IMA's strategic partner, Heritage-Crystal Clean (HCC) is focused on providing IMA members with solutions to their environmental issues. HCC prides itself on being an innovative service company with an eye out for making our customers' operations more efficient and compliant with all regulations.

Through innovative programs such as reuse, virgin solvent services, cost reduction and their Certificate of Assurance, Heritage-Crystal Clean is designed to cater to your company's environmental needs. Capabilities include:

- Solvent Parts Cleaning
- Hazardous Wastes
- Analytical Services
- Aqueous Parts Cleaning
- Non-Hazardous Wastes
- Consulting/Training
- Paints, Stains, Adhesives
- Photo Chemicals
- Used Oil & Filter Recycling
- Waste Ink Hauling
- Paint Gun Cleaners
- Press Washes

- Industrial Cleaning
- Crystal Cat™ Absorbent Services
- Coolants/Oily Water
- Waste Water Hauling
- Universal Wastes
- Acids & Bases
- Obsolete Chemicals

Also developed by the company is the HCC Aqua-Filtration Service (AFS). HCC discovered that many of those manufacturing operations that rely on aqueous-based fluids (including CNC machining, metal-working, parts cleaning, floor cleaning, compressor blow down, etc.) experience problems with maintaining these fluids. Equipment wear, operating downtime, odors, and waste disposal are all problems that end up costing significant money. The AFS provides a continuous, reliable, maintenance-free aqueous fluid management system — a system that addresses common fluid problems to help you achieve:

- Lower Disposal Costs
- Better Product Quality
- Reduced Labor Costs
- Reduced Worker Exposure
- Reduced Chemistry Purchases
- Less Operations Down Time
- Improved Operating Conditions
- Longer Machine Life

The AFS system provides continuous removal of the causes of most spent aqueous fluid problems — particle contamination and tramp oil. The AFS unit utilizes a unique filtration technology to remove these contaminants, recycle the fluid and extend the life of your baths — reducing downtime, machine wear, operator exposure and the volume of spent fluids that require expensive disposal.

HCC is a rapidly growing subsidiary of The Heritage Group that provides environmental services to customers of all sizes — from small generators to national accounts — in many different industries. Consistent

see **GO GREEN** page 29

"The nation behaves well if it treats the natural resources as assets which it must turn over to the next generation increased, and not impaired, in value."

— Theodore Roosevelt



Jim Skelton is Trade Association and Data Marketing Manager for Heritage-Crystal Clean. He can be reached at 847-783-5110, or by email at Jim.skelton@crystal-clean.com. Visit Heritage-Crystal Clean on the Web at www.crystal-clean.com.

The new rules for a diverse workplace

Diversity in business today makes good sense. Unfortunately, many companies don't manage their diversity initiatives effectively, resulting in the one thing they were aiming to avoid: Discrimination.

When businesses use diversity to understand different types of customers, develop products or services that are competitive, and gain insight on future industry trends, they're using diversity initiatives correctly. However, when their diversity program turns into a quota system and hiring managers overlook key talent just to meet a number in a spreadsheet, that's when the bottom falls out. So if your diversity program consists of saying "We need X number of women (or Hispanics or Asians or African Americans . . . you get the idea) in our company" then you've lost focus on the real purpose of diversity initiatives and you're setting yourself up for lawsuits.

One of the main problems with many diversity programs is that managers get "credit" for bringing in outsiders — those future superstars who rarely work out. They then spend time and money training these newcomers and teaching them the industry. Since these diverse candidates are highly sought after in the job marketplace, chances are high that they'll quickly leave in pursuit of the next great opportunity well before your company has seen any return on the investment you've already made in them. All the while these same hiring managers are overlooking diverse candidates who are already in their organization. Realize that an effective diversity program will strengthen the people who are already in the company, not seek to bring in outsiders who fit a certain category.

The fact is that true diversity goes beyond a person's race, ethnicity, or

gender and actually includes a person's ideas, opinions, and technical expertise. Use the following guidelines to ensure your diversity plan encompasses the total package a person brings to the table and to make your diversity initiative both effective and productive.

Instill accountability

Diversity without accountability never works. That is, if you hire someone just so you can check a box on a form and meet some quota, but you don't hold that new hire truly accountable for results, then

you're setting the company up for failure. Too many companies let poor performers slide just because they need that person on board to meet their diversity numbers. But when that happens, not only does the company suffer because that one employee isn't working to his or her potential, but as others in the company witness what one person can "get away with," they'll either become disgruntled and leave, or they'll adopt the poor performer's work habits.

In lieu of diversity, companies need to create programs that honor
*see **NEW RULES** page 22*



Clifton Lambreth is the CEO of Daniel Bradley Matthews Inc., where he provides strategic automotive and marketing consulting. For more information, please visit www.thefordbook.com or email mary@babailov.com.

THANK YOU

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arena, XPS was responsible for the television ads, radio commercials, polling, and millions of phone calls that were directed into key legislative districts. Utilizing cutting-edge technology, XPS allowed the IMA and Jobs Coalition to react quickly to on-going developments on the

legislative battlefield.

Throughout this spring session, the IMA faced unparalleled challenges that could have dramatically impacted the face of manufacturing in Illinois, and the state's fiscal standing, for years to come. Fortunately, a strong effort from committed business leaders and pro-business legislators allowed us to escape relatively unscathed this year. Unfortunately however, as we go to

press with this issue of *The Illinois Manufacturer*, the Governor has publicly announced plans to circumvent the legislature in order to enact his grandiose and budget-busting plans. This most certainly will require further attention from the IMA. As always, we will continue to work on your behalf and keep you up to date.

Until then, thank you for all of your help. ■

NEW RULES

Cont. from page 21

the uniqueness of every employee as it relates to the business model. For example, rather than hire someone based on gender or race, how about hiring the person because he or she is different and the person's ideas will help your organization make a better product? Maybe that potential candidate understands your customers more, or has experience in a key area your company wants to expand into. That's true diversity. Then, when you tie accountability measures to those unique things the person brings to the mix (i.e.: how many customers he or she can really expose us to or what new developments the person can help us create), then you have a diversity initiative that adds value to your company's bottom line.

Create clearly defined objectives

Companies that are recruiting to accomplish diversity objectives have to be honest in their definition of what's expected in terms of workplace contribution. In other words, why are you really hiring this woman, African American, Hispanic, etc.? What do you want his or her unique viewpoint and background to bring to the team? For example, one U.S. automobile manufacturer set out to create a compact car to be sold in India. They assembled their team, made their plans, and then created the first prototype automobile. When they unveiled the prototype to a focus group of Indians and invited them to sit inside and give their opinion on the car, not one of the Indians present could fit in the car because of the head turban. There wasn't enough headroom. Wouldn't it have been smart for that car manufacturer to have someone from India

on the development team? That person's key objective could have been to give insight into Indian culture, needs, likes, and dislikes.

As this example illustrates, diversity can keep you from making a lot of mistakes. It can provide you with insight into groups that you may not ordinarily get if you are outside that group. So for diversity to work, each member of your diverse team needs to have a clearly defined objective of what he or she contributes to the project, the team, and the company. Only then are you harnessing the real power behind diversity initiatives.

Reward people based on what's controllable

You can't control what gender you are. You can't control what race or ethnicity you're born into. Rewarding people for what they can't control does not make good business sense. Rather, reward people for what they can control, such as their contribution, their performance, their skill development, their loyalty, etc. All those things that people can control should always outweigh the things they have no control over.

When you reward the uncontrollables, you end up in a situation of diversity gone wild. Diversity gone wild can cost a company an incredible amount of money in lost productivity, litigation expenses, and poor employee morale. Therefore, look at the real contribution people give your company and reward those efforts. Make it known throughout your organization what's being rewarded and why. Show how diverse viewpoints and skill sets add value to the team. When people feel valued for their hard work and accomplishments rather than something they have no control over, they'll develop a greater sense

of pride about their work and will want to be an active contributor to the company's success.

Diversity works

Diversity is definitely a good thing; you simply have to manage the program appropriately. In fact, if you do not manage your diversity program, then you better put more money in your litigation budget, because the lawsuits will come.

In our haste to be politically correct and make everyone feel welcome, let's not forget the real reason diversity works for business: It gives companies a greater way to connect to customers and provide valuable offerings that meet the customers' needs. To that end, let's honor the uniqueness of every employee, rather than his or her race, ethnicity, or gender. Only then can every employee feel valued and make a unique contribution to the business model — one that positively impacts the customers' experience with the company, as well as the bottom line. ■

Clifton Lambreth has worked for the Ford Motor Company for more than twenty years in a variety of positions, including marketing, customer service, finance, operations and college recruitment at Cornell University, University of Pennsylvania, Johnson Business School and Wharton Business School. A graduate of the MBA program at Western Carolina University, he is the CEO of Daniel Bradley Matthews, Inc., where he provides strategic automotive and marketing consulting. For more information, visit www.thefordbook.com or email mary@babailov.com.

RATE RELIEF

Cont. from page 9

tomer classes will only be able to receive supply from a competitive supplier like Constellation NewEnergy or hourly rate service from the utility. Here's how it breaks out:

- **ComEd customers with usage over 400 kW peak demand:** Current utility customers may only continue to take fixed-price supply service through the May 2008 billing cycle. After May, they will need to take service from a competitive supplier or pursuant to ComEd's hourly rate. Companies not currently on ComEd's fixed-price service will not have any fixed-price option from ComEd — effective immediately as of the date the Governor signs the legislation — and will need to be served by a competitive supplier or the utility's hourly rate service.
- **ComEd customers with usage of 100 kW–400 kW peak demand:** ComEd may seek, and has indicated that their plan is to declare this class 'competitive' shortly after the bill is signed into law if certain conditions are met. Current utility customers will continue to have the option to take fixed-price supply service through the May 2010 billing cycle. Companies not currently on ComEd's fixed-price service will not have any fixed-price option from ComEd — effective immediately as of the date the Governor signs the legislation — and will need to be served by a competitive supplier or the utility's hourly rate service.
- **ComEd customers with usage under 100 kW peak demand:** All customers with peak demand under 100 kW can use the utility fixed-price service through at least 2012. There has been no 'competitive' declaration date determined for this class.
- **Ameren customers with usage over 1 MW peak demand:** Current utility customers may only continue to take fixed-price supply service through the May 2008 billing cycle. After May,

they will need to take service from a competitive supplier or Ameren's hourly rate. Companies not currently on Ameren's fixed-price service will not have any fixed-price option from Ameren — effective immediately as of the date the Governor signs the legislation — and will need to be served by a competitive supplier or the utility's hourly rate service.

- **Ameren customers with usage of 400 kW–1 MW peak demand:** Ameren may seek, and has indicated that their plan is to declare this class 'competitive' shortly after the bill is signed into law if certain conditions are met. Current utility customers may only continue to take fixed-price supply service through the May 2010 billing cycle. After May, they will need to take service from a competitive supplier or Ameren's hourly rate. Companies not currently on Ameren's fixed-price service will not have any fixed-price option from Ameren — effective immediately as of the date the Governor signs the legislation — and will need to be served by a competitive supplier or the utility's hourly rate service.
- **Ameren customers with usage under 400 kW peak demand:** These customers can use the utility fixed-price service through at least 2012. Although unlikely, Ameren will be allowed to petition for a 'competitive' declaration if certain conditions are met for this class.

Creation of the Illinois Power Agency

Other key aspects to the legislation consist of major changes to the utilities' power procurement process. Since most manufacturers will be in 'competitively declared' customer classes (and therefore unable to take the utility fixed-price product), the methods by which the utilities procure their power is largely academic. These changes include the establishment of an Illinois Power Agency to oversee power procurement for ComEd and Ameren beginning in 2009, and an end to the reverse auction processes which was used to

set the rates for the utilities' current fixed price products.

In addition, new wholesale contracts have been entered into by ComEd and Ameren to lock in the cost for a portion of their power requirements from 2008 to 2012 in order to minimize potential fluctuations in future price increases.

Renewable power, energy efficiency and demand response

Renewable power, energy efficiency and demand-response programs also play major roles in the Illinois Power Agency Act. Benchmarks for renewable energy purchases by the utilities start with a minimum of two percent by June 1, 2008, and incrementally increase to a minimum of 10 percent by June 1, 2015, with 75 percent of the renewable purchases required to come from Illinois wind generation.

ComEd and Ameren will also be responsible for overseeing the design, development and filing of energy efficiency and demand-response plans with the Illinois Commerce Commission. Energy efficiency programs will require incremental annual savings goals ranging from 0.2 percent of energy delivered in 2008 to two percent in 2015 and each year thereafter. The utilities will also implement cost-effective demand response measures in order to reduce peak demand by 0.1 percent over the prior year for eligible retail customers.

With the electric rate legislation finally signed into law, there is no reason to hold off on analyzing your supply needs or choosing an electric supplier. Many manufacturers now have fewer utility product options but they also have a more comprehensive set of supply solutions from competitive suppliers. From long-term fixed price contracts — for customers who like the stability and predictability they currently have with the utility — to block, index and hedging products, manufacturers can now employ an energy plan that fits their needs today and tomorrow. ■

Illinois EPA announces Corporate Environmental Stewardship Award

Caterpillar Inc.'s Bill Compton is first honoree

In February, Illinois EPA Director Doug Scott announced creation of the Bill Compton Corporate Environmental Stewardship Award to recognize outstanding contributions to the environment by an individual or company, with the award's namesake, retiring Caterpillar Inc. environmental manager Bill Compton, honored as the first recipient.

During his 32 years in Caterpillar's Environmental Affairs Office, Bill Compton has been a leader from the corporate sector, working with Illinois EPA and other stakeholders in developing groundwater protection and air pollution control programs.

"Bill Compton's career has epitomized responsible corporate environmental stewardship and we could think of no one more fitting to honor by establishing this new award and naming it for him. We believe that Bill's environmental stewardship is a model for the Illinois business and corporate community," said Illinois EPA Director Doug Scott in presenting the award to Compton at a retirement reception held in February.

"Bill has provided a valuable service as liaison between the IEPA and Caterpillar facilities, paving the way for positive relationships and win-win results for both groups. His leadership has led to emissions reductions and improvement in our environmental performance and his work to promote environmental stewardship at Caterpillar has been integral to our ongoing inclusion on the Dow Jones Sustainability World Index. Environmental excellence and sustainable development are key to Caterpillar's business success, and we look forward to building on Bill's legacy," said Doug Oberhelman, Group President, Caterpillar Inc.

Caterpillar, headquartered in Peoria, is the largest manufacturer of construction and heavy equipment in the world. Compton was previously awarded an Illinois EPA

Environmental Excellence Award for his participation on the design team for the innovative Emissions Reduction Market System to reduce air pollutants that contribute to soot and smog. He also has been a leader from the business sector in groundwater protection efforts, and has served on the Governor's Groundwater Advisory Council since 1997, including as Chair.

In his work at Caterpillar, he has addressed environmental issues not just at the company's many Illinois facilities, but has traveled the world consulting on environmental stewardship to the company's international business operations.

Source: Environmental Progress.

Reprinted, in part, with permission of Dennis McMurray.



Marathon expands Attifuel availability

Offering biodiesel blended fuel at two Illinois terminals

Marathon Oil Corp. has completed projects adding biodiesel blended fuel at its Robinson and Champaign, Illinois terminals.

"Marathon is proud to announce that two more locations have been expanded to offer biodiesel storage and distribution. Similar to our existing biodiesel facilities in Minnesota and Kentucky, Robinson and Champaign feature in-line ratio blending in order to provide our customers with a blended, quality product," said Mary Ellen Peters, Marathon's senior vice president of marketing. "Biodiesel helps us meet the changing needs of our customers while supporting our nation's alternative fuels goals. Our focus continues to be on delivering the quality products our customer's desire."

The company will market soy-based B-2 (two percent biodiesel) and B-11 (11 percent biodiesel) product from the terminals. Marathon began offering biodiesel at its St. Paul Park, Minnesota, terminal in July 2005 and at its Kramer's Lane (Louisville), Kentucky, terminal in February 2007.

Findlay, Ohio-based Marathon is the fourth-largest U.S.-based fully

integrated international energy company engaged in exploration, production, refining, marketing and transportation operations. It is the fifth largest U.S. refiner with 974,000 barrels per day of crude processing capacity in its seven-refinery system. The company's retail marketing system comprises approximately 5,850 locations in 17 states; nearly three-quarters are Marathon-branded locations. Marathon serves the Midwest and Southeast as a petroleum products marketer and owns, operates, leases or has an ownership interest in approximately 9,900 miles of pipeline.



Deere & Company completes acquisition of Chinese tractor company

Deere & Company announced on August 27 that it has completed its acquisition of the Ningbo Benye Tractor & Automobile Manufacture Co. Ltd. business, located in Ningbo in southern China.

The acquisition expands John Deere's product line for Chinese farmers and enhances the company's worldwide capacity to produce low horsepower tractors. In China, Deere currently builds tractors in the 60 to 120 horsepower range at a joint venture tractor factory in Tianjin while Benye mainly builds tractors in the 20 to 50 horsepower range.

Benye is the largest tractor manufacturer in southern China and currently receives 95 percent of its revenue from sales within China, although it has exported to 70 countries worldwide. Deere expects to leverage Benye's product range and manufacturing capacity for sales in China and into other Asian, African, and Commonwealth of Independent States markets.

Deere has provided products and services to the China agricultural market since 1976 and has manufactured equipment in China since 1997. Currently, the company manufactures combines in Jiamusi and tractors in Tianjin.



Chicago assembly plant celebrates return of Ford Taurus, Taurus X and Mercury Sable



Ford Chicago Assembly Plant: An employee from Visteon Corporation, one of the suppliers manufacturing onsite at the Chicago Assembly Plant (CAP), is preparing to make electrical connections for audio and climate control systems.

Ford Motor Company will again assemble the Taurus, Taurus X and Mercury Sable at its Chicago Assembly Plant. Ford invested \$70 million in Chicago Assembly for new equipment, tooling and ergonomic improvements and \$50 million in Chicago Stamping for new dies to support design changes for each vehicle. The 2008 Taurus is rated America's safest family car and offers customers a cleaner, more powerful engine as well as a new, smoother shifting six-speed transmission and available all-wheel drive.

The new Ford Taurus, which has just started arriving in dealer showrooms, offers a distinctive look inspired by the successful Ford Fusion and Ford Edge, as well as a powerful 263-horsepower engine. The new sedan also has earned two important safety designations: "Top Safety Pick" from the Insurance Institute for Highway Safety and the National Highway Traffic Safety Administration's five-star ratings in all crash test categories.

"For more than 20 years, America's favorite car was built right here in Chicago and consistently won customers' hearts and minds," said Alan Mulally, president and CEO, Ford Motor Company.

"Now Taurus is home again, offering another example of how Ford is delivering vehicles that customers really want — with a bold design, more technology and outstanding safety performance," he told approximately 1,000 employees, Ford and Lincoln Mercury dealers, state and local officials and UAW leaders.

"Taurus is one of America's most storied nameplates," said Mark Fields, president of The Americas, Ford Motor Company. "Nearly seven million Ford Taurus sedans have been built since 1985, and half of those are still on the road today. The team at Chicago Assembly is working hard to deliver a whole new generation of vehicles that move people both physically and emotionally."

The new Taurus boasts other strengths as well. With a starting price under \$24,000, Taurus is priced thousands of dollars less than other sedans. In addition, Taurus residuals are as much as 10 points higher than its domestic competitors and match the best scores of the Japanese sedans.

Chicago Assembly Plant Manager Anthony Hoskins believes a strong launch and build quality will only add to the vehicles' customer appeal. "Our workforce understands the importance of these vehicles in the Ford Motor Company lineup, and we're proud to be the team to build them," Hoskins said.

Chicago Assembly Plant opened in 1924. It has 2,277 employees. Over the years, a series of 14 major expansions have seen the plant

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Secretary of Commerce visits Boeing world headquarters



U.S. Commerce Secretary Carlos Gutierrez visited the world headquarters of Boeing on August 3rd to talk about pending trade agreements. The Chicago-based IMA member company is the world's leading maker of commercial and military aircraft. Pictured here (left to right) are Secretary Gutierrez, Jim Hoover, Primus International CEO; Chicago Mayor Richard M. Daley; and Boeing Chairman, President and CEO W. James McNerney, Jr.

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grow from 640,000 square feet to 2.8 million square feet. The plant became a flexible manufacturing site in 2004, when it was retooled for the launch of the 2005 Ford Five Hundred and Mercury Montego.



Anchor Bolt & Screw Co. moves to new state-of-the-art facility in Naperville

After 30 years in Melrose Park, Anchor Bolt & Screw Company has successfully made the transition to a new and improved facility in Naperville. The new facility allows for improved efficiency while maintaining high quality standards for both products and service.

This year, the company celebrates 55 years of service to its customers (1952-2007). Visit their new headquarters at 1560 Frontenac Road in Naperville, or see their quality products at the following shows this fall:

- September 17, 2007: Northeast Tabletop Show hosted by The New England Fastener Distributor's Association. Location: Sturbridge Host Hotel and Conference Center, 336 Main Street, Sturbridge, Massachusetts.
- November 12-14, 2007: 11th Annual National Industrial Fastener Show/West. Location: Mandalay Bay South Convention Center, Las Vegas, Nevada.

Anchor Bolt & Screw continues to be a world class provider for fastening needs. Whether the requirement is for a custom manufactured in house part, an import item or, from one of their vast distributed lines, Anchor is a quality fastener source.



MOTOROLA

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also a new recruiting channel just at our doorstep."

From research to recruiting, the MCC has been a successful partnership between a university and corporation. From a research perspective, the partnership has yielded 10 patents and contributed 142 research papers. And from a recruitment perspective, Motorola has gained several researchers and scientists who have joined the company's 25,000 global engineers.

With the successful model and results derived from this model, Motorola continues to expand its academic partnerships. The company has a similar center at Northwestern University in Evanston, Illinois, called the Motorola Center for Seamless Communications. This center focuses on technologies that help drive the company's vision of seamless connectivity. The projects at this Center address key issues in wireless and wireline communications, hoping to solve outstanding technical and consumer problems surrounding these applications.

Motorola continues to search for



Ravi Iyer, MCC Director and Professor of Computer and Electrical Engineering, stands in the Center that represents a unique and beneficial research alliance between Motorola and the University of Illinois Urbana-Champaign.

innovative ways to conduct research and recruit talent — from inside its technical labs to behind the doors of an academic institution. Academic partnerships have been a successful way for this company to bring new ideas and thinking into its organization and to its customers.

For more information regarding the Motorola Center for Communication at the University of Illinois Urbana-Champaign, or any of Motorola Inc.'s academic research partnerships, contact Mehran Bagheri at 847-576-4664 or email mehran.bagheri@motorola.com. ■

REVOLUTION

Cont. from page 11

staff. Life-saving AEDs are now present in all fitness centers and the small facilities that could not afford additional staff are no longer required to hire them.

That's common sense regulation.

Critics of a flexible approach to regulation claim that small business economic analysis may require some additional work by state agencies. The alternative is issuing new mandates without educating the public about their consequences and their benefits.

Regulations are needed to achieve important public policy goals, yet sometimes they may be unduly burdensome to America's small employers. Regulatory flexibility ensures that small business regulatory impacts are measured and analyzed, and that less burdensome alternatives are considered. It's a good government practice that helps agencies meet regulatory goals, encourages commonsense regulations, and keeps our small businesses competitive in a global marketplace.

Small business regulatory flexibility gives a voice to job-creating small businesses and provides them with an environment in which they can flourish. For more information on the Office of Advocacy's model bill initiative, visit www.sba.gov/advo/laws/law_modeleg.html. ■

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IMA & MIT 2007 Calendar of events

September 20, 2007

IMA-MIT Event: From Barriers to Bridges: Improving Communication with Your Spanish Speaking Staff
DePaul University's O'Hare Campus, 3166 River Road, Des Plaines

Employers have much to gain from helping their workers bridge the cultural and language divide — increased productivity and performance, greater trust and loyalty among workers and improved safety, which translate into higher profits. Bridge that gap by attending this one-day interactive workshop.

September 20, 2007

IMA-MIT Event: Kanban/Pull System/Inventory Reduction
DePaul University,
150 W. Warrenville Road, Naperville

A key component of most Lean Manufacturing strategies, this one-day Kanban workshop incorporates basic skills necessary to participate in Kanban implementation. Designed for individuals who may use or facilitate the use of Kanbans to move material and reduce waste. Kanban automates manufactured and purchased parts inventory cycles to reduce unwanted inventory and create waste-free processes.

September 25 & 26, 2007

IMA-MIT Event: Project Management Fundamentals, DePaul University,
150 W. Warrenville Road, Naperville

This two-day course is perfect for people who are looking to get a solid understanding of project management, and for those who wish to get their current projects back on track.

OCTOBER 2007

October 2, 2007

IMA-MIT Event: Mistake Proofing
952 E. Eldorado, Suite 102, Decatur

October 3, 2007

IMA-MIT Event: Mistake Proofing
DePaul University,
150 W. Warrenville Road, Naperville

Designed to expedite effective application of mistake proofing methodology, this workshop focuses on effective methods of applying mistake proofing as a practical method of improving and maintaining process. Learn about standard inspection, mistake proofing principles, red flag conditions and review practical examples.

October 5, 2007

IMA-MIT Event: From Conflict to Collaboration: Improving Your Interpersonal Communication Skills
DePaul University's O'Hare Campus, 3166 River Road, Des Plaines

The main focus of this workshop is to ensure participants are equipped to effectively deal with different conflict situations, and with their own conflict issues and styles. Learn how conflict can be positive when handled correctly, and enhance your business success in the process.

October 19, 2007

IMA-MIT Event: Negotiating with Confidence for Long-Term Success
DePaul University's O'Hare Campus,
3166 River Road, Des Plaines

Negotiations are a crucial component of all jobs. We negotiate with peers, customers, and in some cases, employees or our boss. We negotiate for resources such as budget and manpower. Don't burn bridges. Learn successful, professional negotiating skills that will enhance your chances for success.

October 23, 2007

IMA EVENT: Workplace Investigations: Doing it Right—Northern Illinois University—Rockford—8:30: 11:00 am

There are three primary goals associated with any workplace investigation: determine the truth, comply with all legal requirements and provide the company with defenses to other potential legal causes of action. This program will focus on proven tactics available to employers as well as specific, practical advice for managers and supervisors to act promptly and appropriately with respect to a variety of issues in your workplace including on the job accidents and workers' compensation fraud. COST: \$125 for IMA members; \$100 for each additional attendee from the same company and \$200 for non-members.

October 26, 2007

IMA-MIT Event: Essential Leadership Skills for Newly Promoted and Frontline Supervisors
DePaul University's O'Hare Campus, 3166 River Road, Des Plaines

This fast-paced, invigorating one-day workshop will provide you with the skills to build better working relationships, develop the perspective of a leader, and establish realistic performance goals for employees.

NOVEMBER 2007

November 2, 2007

IMA-MIT Event: Effective Presentation Skills
DePaul University's O'Hare Campus, 3166 River Road, Des Plaines

Learn to create and articulate a clear and concise message, and respond to questions effectively. We provide you with the skills and tools needed to deliver a winning presentation.

November 7, 2007

IMA EVENT: Annual Sales Tax Seminar
NIU: Naperville

Joe Bigane, a tax expert will update attendees on current sales and use tax laws specific to manufacturing.

November 9, 2007

IMA-MIT Event: Leadership Skills for Leaders of Latino Employees
DePaul University's O'Hare Campus, 3166 River Road, Des Plaines

Find out what motivates Latino employees and how to help them work as a team. Develop Latino supervisors. Discover differences among Latinos based on country and city of origin, and considerations for female managers of Latinos. Improve recruiting, hiring and retention among Latinos.

November 13, 2007

IMA EVENT: HR Networking Forum
Oak Brook Executive Plaza, 1225 W. 22nd St., Suite 140 — 9:30-11:30 am

Back by popular demand, this free HR Networking Forum is designed for building relationships with other HR professionals in the manufacturing field. Manufacturing members and associate members of the IMA are invited and encouraged to attend. Discuss similarities and differences on current HR issues among peers as well as potential solutions. Participants will also be invited to provide valuable feedback and suggestions for HR related IMA member services.

November 13, 2007

IMA EVENT: Workplace Trends: Current Issues Affecting Managing Your Employees
Oak Brook Executive Plaza, 1225 W. 22nd St., Suite 140 — 1:00 - 4:30 PM.

Stay up to date on the latest employment-related issues facing your organization. IMA's employment law expert Jim Spizzo of Vedder Price Kaufman & Kammholz, P.C., will discuss recent trends, cases and new legislation in this ever changing field. Bring your personnel/human resources questions. Specific topics to be announced. COST: \$125 for IMA members; \$100 for each additional attendee from the same company and \$200 for non-members. ■

IMA events are in red, and you can visit <http://www.ima-net.org/calendar.cfm> for more information, pricing, etc., and a more complete listing of IMA offerings.

MIT events are in green, and you can visit <http://www.ima-net.org/MIT/open.cfm> for more information, pricing, etc., and a more complete listing of MIT offerings.

GO GREEN

Cont. from page 20

with the values of The Heritage Group, HCC is built on a solid foundation that emphasizes protection of the environment, regulatory compliance, innovative problem solving, creativity, and quality customer service.

HCC had its beginning about 20 years ago, with the development of a service program to collect used lubricating oil for recycling. Small tank trucks were used to collect used oil from vehicle maintenance facilities. The used oil was bulked, tested, and sold to recyclers, primarily for use as industrial fuel. The business started in Indianapolis and grew to other markets in the Midwest.

In the late 1980's, HCC expanded its service offerings with its Parts Cleaning Service. Each customer was provided with a small tank containing cleaning solvent, which the customer used to degrease oily parts. HCC periodically delivers fresh solvent and picks up the used solvent. Rather than discard the used solvent,

HCC developed an alternate use for the material as an ingredient in the manufacture of roofing asphalt. This innovative approach means that HCC customers are not generating as much hazardous waste, and consequently may experience a reduced regulatory burden and diminished financial liabilities.

HCC's Parts Cleaning Service was so successful that the company was challenged to expand into new markets. Today, HCC operates from 50 branch locations from the Great Lakes to the Gulf of Mexico. HCC has also expanded its service to include the transport and disposal of Containerized Waste (both hazardous and non-hazardous) in all locations. Vacuum Service and Oil Recovery Service are available throughout the state of Illinois.

IMA member-only pricing program

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