

**WHAT DOES BLOGGING MEAN FOR YOUR COMPANY?**

# The Illinois **Manufacturer**

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Fall 2008

**Workforce trends —  
Tools for taking  
control of today's  
skilled labor shortage**

**Generational conflict  
in the workplace**

**Flight simulator manufacturer  
Frasca International celebrates  
50 years of innovation**

**IMA'S 2009 ANNUAL HOLIDAY REPORT INSIDE**



# Illinois Manufacturer Sued By Large Multi-National Competitor For Intellectual Property Infringement. Little Guy Fights Back ... And WINS!

The Pneu-Fast Co. in Evanston (IL) is an independent manufacturer of collated fasteners used in pneumatic nail guns. Pneu-Fast's largest competitor is a Fortune 100 international company that produces a full line of pneumatic nailers and fasteners.

When the Fortune 100 company sued Pneu-Fast, alleging trademark infringement, the big competitor got a surprise: Pneu-Fast fought back!

In papers filed in Federal Court, the competitor alleged that Pneu-Fast infringed on the competitor's trademark by using the color orange on nail guns.

"This was nuts," says Pneu-Fast COO Reno Joseph. "At that time, we didn't even make a nail gun, much less an orange one! Besides, we had used orange as our color years before our competitor did."

Mr. Joseph called Messer & Stilp, Pneu-Fast's lawyers in Chicago. "They told us big players normally expect an independent outfit like Pneu-Fast to roll over, even when the facts were on our side, but if we stood our ground, we'd win."

Although other manufacturers also used orange, according to Messer & Stilp, "We believe the international company picked on Pneu-Fast to set an example. We think they were using their size to bully Pneu-Fast into relinquishing rights to the color orange to establish a precedent to force other manufacturers to give up orange on their products."

Attorney Tom Stilp said, "We weren't about to let that happen." Instead, Messer & Stilp challenged the competitor's overall trademark rights to the color orange. "We showed that orange is a 'utility' color chosen for its visibility and safety on construction sites, not just for product identification, and was being used on a wide variety of tools and construction products made by many other manufacturers."

Even with the facts against them, the Fortune 100 company pressed its lawsuit, but Messer & Stilp wouldn't fold. "Our argument was that these people never had a valid trademark in the first place due to the large number of competitors who market or produce orange nail guns," Tom Stilp explained. Ultimately, the large competitor folded and the court dismissed the case.

"Our lawyers fought like tigers for us and won our case!" said Pneu-Fast's Reno Joseph. He added that a lot of other tool makers using the color orange can "breathe easier" thanks to Messer & Stilp.

Messer & Stilp is a full service law firm serving a broad range of growing and mid-size manufacturers and other businesses. The firm is a member of the Illinois Manufacturers' Association. For more information, contact Tom Stilp at 312-334-3441 or [stilp@messerstilp.com](mailto:stilp@messerstilp.com).

**"Our attorneys beat 'em  
to a standstill!"**



Reno Joseph,  
The Pneu-Fast Co.

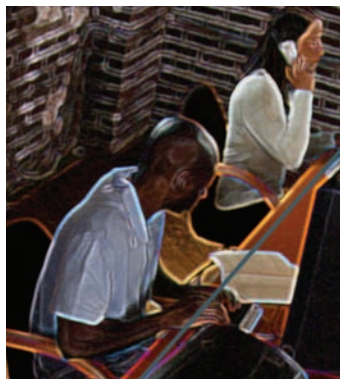


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*The Illinois Manufacturer is underwritten by Constellation NewEnergy*

## 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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## Con-Con threatens Illinois' stability



... when we examine the cause, it's the politicians who are dysfunctional, not the Constitution. Holding a Con-Con will encourage more political mischief and endanger the rights of Illinois' citizens.

In November, voters will be asked whether Illinois should hold a Constitutional Convention. While news headlines continue to report the ineptitude of our governor and the antics of his administration, is that enough to toss aside a document that has served every citizen of Illinois for nearly 40 years?

Yes, there has been too much political infighting, inaction and buffoonery in Springfield during the last six years. However, when we examine the cause, it's the politicians who are dysfunctional, not the Constitution. Holding a Con-Con will encourage more political mischief and endanger the rights of Illinois' citizens.

In June, the IMA Board of Directors voted to recommend opposing a Con-Con. The estimated cost of \$80 million is an unwise use of already scarce tax dollars . . . dollars that could be spent on education, job creation, infrastructure, or established state programs that are starving for adequate funding. However, the cost alone is not reason enough to oppose a Con-Con.

An even better reason is that the current Illinois Constitution, enacted in 1970, has been hailed as a progressive, citizen-friendly document and remains viable today. Our Constitution provides for:

- limiting income taxation;
- prohibiting employment and housing discrimination;
- safeguarding against hate crimes;
- prohibiting sex and disability discrimination; and
- guaranteeing religious freedom, freedom of assembly and due process of law.

Losing or weakening any of these provisions would have a detrimental effect on our quality of life.

As the framers intended, our Constitution has provided a strong, stable platform which continues to assure citizen rights are protected. This has been proven time and time again.

Supporters of a Con-Con claim it's the only way to enact provisions like "recall" and citizen ballot initiatives, increasingly popular measures to be sure. Look closely at states that have enacted those measures however, and you'll see the turmoil that results. Modern communications allow impulsive ideas to alter the course of public opinion, virtually overnight.

Whether it's putting a tax cut proposal on the ballot or recalling an unpopular public official, sober deliberation is required rather than impulsive decisions based on the latest public opinion polls.

Another danger lurking behind the rhetoric is the single-issue factions who are waiting for a Con-Con to advance their particular cause. Why engage in debates which only separate us? We need to work together and focus our efforts on making Illinois a prosperous and abundant state for all citizens.

We are joined in our opposition to holding a Con-Con by an unlikely collection of organizations which includes business associations, labor unions, school officials and the League of Women Voters. We have all come to the conclusion that as repugnant as the current state government situation is, rewriting our Constitution will do nothing to change the status quo at the Capitol, and may be jumping out of the frying pan and into the fire.

Things need to change in Springfield. Replacing elected officials who aren't doing their job is the first step. As citizens, we have an obligation to thoroughly examine the role our elected officials have played in Springfield's discontent. We need to determine whether our representative, or senator, or governor has truly represented our best interests. We can no longer say that "my representative is a good guy, so the problem has to be your representative."

Thomas Jefferson, in 1787, wrote James Madison: "I hold it that a little rebellion now and then is a good thing, and as necessary in the political world as storms in the physical." Jefferson wasn't suggesting that nations throw out their foundations for the sake of change, but that citizens elect officials who reflect their will. Jefferson felt people had a right to express their grievances against government, a sentiment that remains a cornerstone of today's society.

The Illinois Constitution works. It has worked for nearly 40 years and will continue to work in the future. Our Constitution ensures stability for our homes, businesses and educational institutions, thereby guaranteeing our rights to freedom.

On November 4th, the IMA urges you to vote NO on holding a Constitutional Convention. Illinois' current Constitution serves us well. ■





**Manufacturing**

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## Why vote? An American story . . .

In less than 60 days, Americans of all races, genders and ages will exercise a fundamental right to vote, guaranteed by the Constitution of the United States of America. In large cities and small towns, urban and rural, red states and blue states, Republicans and Democrats, rich and poor, young and old will enter the polling booth and cast a ballot for those individuals they feel will best represent their interests.

As someone who makes his living navigating the complex channels of state government and Illinois politics, I often go through the motions of voting without a great deal of thought. Generally speaking, I do some basic research on the various candidates in advance. On Election Day, it doesn't take long to drive to my polling location, vote quickly and head into the office. In most races, I already seem to know the outcome

in advance because of the meteoric rising in political polling and 24-hour per day news coverage.

Several weeks ago, however, as I watched the majestic and awe-inspiring fireworks show on Independence Day in Springfield, my mind wandered to thoughts of my good friend Jim Watson. Most of you don't know Jim but you know people like Jim — young men and women who have stepped up in critical times during our nation's history to put their lives in peril to fight for our freedom.

Jim's story is relatively typical of a patriot. In his early forties, he is the father of three school-aged children (Katie, Jacob, and Lexi), a former teacher (high school and college) and a small businessman in downstate Jacksonville, Illinois. A Marine Corps veteran, Jim served honorably in the first Gulf War, but re-enlisted in the military last year.

As he said at the time, "there is a general sense of duty that does not end when you take off the uniform."

What makes this story more amazing is that Jim also represents more than 100,000 people as the state representative from the 97th legislative district. It would have been very easy for Jim to walk away from the Marines and stay home to tend to his family. But he felt the calling to again serve his country and voluntarily re-enlisted to join the 3rd Civil Affairs Group in Fallujah, Iraq.

As part of his mission in the dangerous Anybar province, once controlled by insurgent Sunni but now experiencing an al-Quaida revival of sorts, Jim spent long days with local, tribal and provincial governments to create a modern new government.

In a Fourth of July opinion piece in the local newspaper, Jim observed: "as I watch the Iraqis struggle to build their government, as I endeavor to assist this nascent democracy, I am struck by how truly blessed we are to be Americans. I realize that the Fourth isn't just another holiday; rather it marks the birthday of an idea — a government 'of the people, by the people, and for the people.' And it has been my experience, despite popular opinion, that it is an idea embraced by many Iraqis."

I offer Jim's story of a burgeoning democracy in response to all the naysayers who refuse to vote or the apathetic people who don't think that their votes count. Jim has participated in two democracies, a world apart, and made a positive difference.

In our most important elections, when we ultimately elect our Commander in Chief, only seven of 10 registered voters actually register their vote, despite a long and spirited history to ensure this right.

More than 200 years ago, more

see **AMERICAN** page 8



During his recent visit to Iraq, Democratic presidential candidate Barack Obama (left) had a chance to visit with state Representative Jim Watson, his former colleague in Illinois.

**Mark Denzler** is Vice President of Government Affairs and Membership for the Illinois Manufacturers' Association. Mark can be reached at 217-522-1240, extension 3008, or [mdenzler@ima-net.org](mailto:mdenzler@ima-net.org).

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# Planning for the coming boom

*And the darkest hour,*

*Is just before dawn.*

— *Dedicated to the One*

*I love* — A 60s song by  
The Mamas & the Papas

It seems that way sometimes, doesn't it? That the darkness of an economic slowdown will never end until it swallows your business like a pelican gulping down a fish. Well relax, that's not the way it is. Good times follow tough times — it's inevitable. They call it the economic cycle, and it's been around since people started measuring such things. It's just as important for a business owner to plan for the coming boom, as it was for them to prepare for the recession. But when do you start? How does one know when it's really over?

There are no clear, defining lines from recession to boom. It isn't like throwing on a light switch in a room. It's more of a slow, gradual dawn lighting up the eastern sky, taking its time to arrive. We want to find trends, not sudden eruptions from good to bad . . . we want to go from bad to just a little less bad.

**It's different this time . . .** Sure it is, and the check's in the mail and you're my one and only. Don't believe what you hear from the economic pundits. Economics was invented to make astrology look good. In the late 50s and early 60s we had an economic boom partly based on new technologies like transistors. The "nifty fifty" stocks reigned supreme and surely it was different this time. Then along came the early 70s and the Arab oil embargo. We were going to run out of oil in eight years, they said . . . it was different this time. Then we had the inflation and high interest rates of the late 80s, the stock market

crash of 1987, the 90s Internet boom, the technology meltdown of 2000 followed by 9/11 and now the sub-prime crisis. Every downturn was followed by an economic boom and vice versa. It's never "different this time" and this is no exception. So let's start planning for the inevitable resurgence of economic growth with two questions:

1. Are we at bottom?
2. What business steps should we take if we are entering a recovery period?

OK, let's look at the first one: Are we at the bottom? To answer that question we must first realize that it's a regional game more than a national one. Las Vegas may be in a boom while New York is in recession. As of this writing, home prices, which are one economic indicator, reflect this regional disparity. *US News and World Report* states in their June 3, 2008 edition that home prices are UP 11.8 per-

cent in Mobile, Alabama and 6.7 percent in Jacksonville, Florida, from a year ago. During that same period, the *Washington Business Journal's* May 27, 2008 edition states the Standard & Poors/Case-Shiller Home price Index fell nationally by 14.4 percent.

So to figure out if we're in a less-bad period, (no one can find the actual, exact bottom) look locally for the signs:

- A surge in residential home sales, or at least a drop in the length of time homes stay on the market. Best bet: Speak to local realtors.
- An increase in new construction means builders are experiencing a demand that will have ripple effect on the local economy (think appliances, local building materials outlets, etc.).
- a decrease in vacant commercial properties and increase in commercial construction.

see **PLANNING** page 24



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## AMERICAN

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than 25,000 individuals laid down their lives on the battlefield in the ultimate fight for freedom against Great Britain. These patriots were tired of taxation without representation and wanted the freedom to express their religion.

Nearly a century later, a New York teacher was arrested for casting an illegal vote in the presidential election of 1872. Susan B. Anthony was tried and fined \$100 but refused to pay.

Four decades ago, in the hal-  
lowed shadows of the Lincoln  
Memorial in Washington D.C.,

Reverend Martin Luther King, Jr. elo-  
quently delivered a simple address  
pleading for those in power to "give  
us the ballot." Less than ten years  
later, the United States Supreme  
Court issued a revolutionary decision  
ruling that every citizen has the right  
to vote in every election.

This year's election is one of the  
most important in our history. We  
have historical issues to decide with  
respect to foreign policy and a sput-  
tering economy that tilts on the edge.  
Some candidates for office would  
like to inhibit free trade and halt  
competition. Yet they support legisla-  
tion that would make it easier for  
employees to unionize through card  
check legislation, which eliminates a  
secret ballot. Others will have the

final decision when appointing jus-  
tices to the Supreme Court. The  
choices that we make on November  
4 will greatly impact our business  
and personal lives.

I hope that you will visit the IMA  
website this fall and encourage your  
employees to vote. The IMA is com-  
mitted to helping your company par-  
ticipate in the electoral process by  
using the Illinois Prosperity Project  
(IPP). This program will allow you to  
find, on our website ([www.ima-  
net.org](http://www.ima-net.org)), voting records for the mem-  
bers of the Illinois General Assembly  
and Congress. Employers will be  
able to link to the website and show  
employees where to vote, or even  
host voter registration drives.  
Envelope stuffers and letters will be  
available as well to help you com-  
municate with your employees.

As you contemplate this year's  
election, take a moment and think  
about the thousands, who like Jim,  
past and present, have made a sac-  
rifice, some the ultimate sacrifice, so  
that we may enjoy the freedoms  
that we tend to take for granted.  
And then go vote. ■

### "Go GREEN" with the Illinois Manufacturers' Association at the 2008 ANNUAL LUNCHEON & MEETING

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# Demand curtailment offers opportunity

It used to be that if a manufacturer found ways to reduce electric demand, the payoff was strictly in terms of savings on his utility bill. But that has all changed. Now, a manufacturer able to reduce demand on day-ahead or even shorter notice can earn significant payments for the “generating” capacity he is delivering back to the grid.

Since electricity choice commenced in Illinois in October 1999, the focus has mainly been on contracting with an alternative Retail Electricity Supplier, an ARES, in order to save money on each kilowatt hour consumed compared to the local utility's regulated rates. The IMA Energy Partnership with Constellation has yielded many millions of dollars in savings for those manufacturers who have enrolled.

Now, a whole new way of saving — actually earning money — has emerged. Customers wanting to get in on the demand curtailment opportunity for the summer of 2009 will need to enroll by next March. But a manufacturer will need to do some homework before enrolling in order to make the most of the program.

Demand reduction is becoming a viable source of “supply” for the new integrated regional electrical grids. The economic losses to customers and the damage to the electrical network — not to mention the political fallout — of a blackout make it a financially smart choice for regional transmission organizations to pay attractive rates to consumers who can make and then fulfill commitments to reduce demand in a critical period.

Demand curtailment programs differ between the ComEd area, mainly north of I-80, and in the Ameren area covering most of Downstate Illinois. Two different transmission organizations operate the grids for those utility areas. The Midwest Independent System

Operator (MISO), which operates the grid in the Ameren area has only just begun its curtailment program. At this point, demand curtailment in the Ameren area is designed to operate only at those times when there is a system emergency that threatens to result in localized or even widespread blackouts. The IMA/Constellation Energy program can provide advice on how manufacturers can enroll in this basic program.

The opportunities for manufacturers in the ComEd area, where the grid operator is PJM, are considerably greater. Larger customers have the opportunity to earn money for demand curtailment not only for responses during emergencies but they can also get paid for the market value of energy in non-emergency situations when prices are spiking on a hot day.

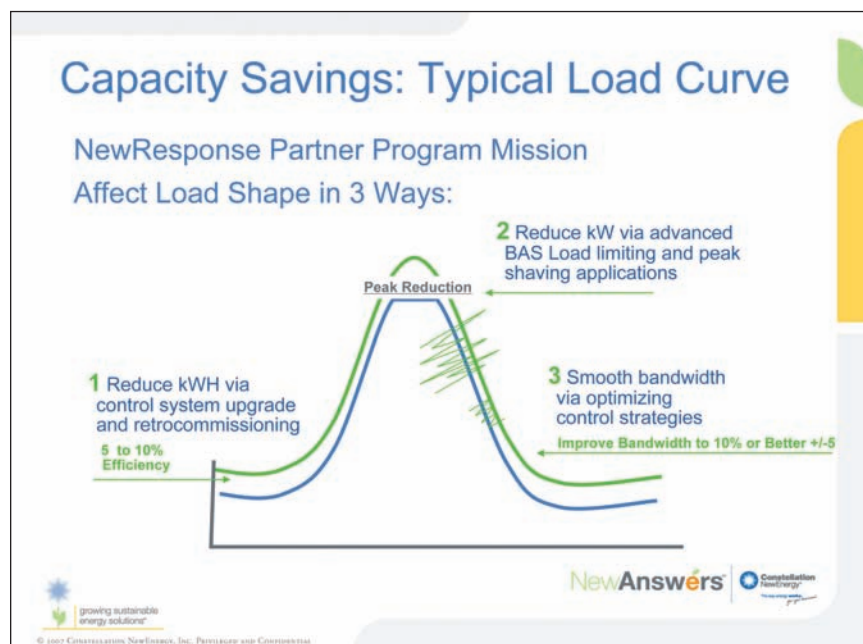
In the ComEd area, the IMA/Constellation Energy Program has built an expanded demand response program, NewResponse, on top of the PJM program. This

summer, about two dozen IMA members enrolled in NewResponse. They are earning monthly payments for being prepared to reduce their demand if the call goes out from the operator of the power grid.

Manufacturers thinking about improving energy efficiency are always faced with the complicated issue of estimating the payback and return on investment. Curtailment programs have the advantage of requiring little or no up-front capital investment to participate and there can be immediate, real-time returns. Quarterly payments compensate a program participant based on the level of commitment to demand reduction during a curtailment called by the grid operator. In Northern Illinois, there can be significant additional payments when demand is reduced during a high-price period.

Manufacturers enrolling in demand response often find that once they have the economic incentive of direct load reduction payments, they can develop greater

see **RISK MANAGEMENT** page 10



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## RISK MANAGEMENT

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understanding of their own energy utilization and find ways to reduce load that have no adverse impact on operations or productivity. Often, they will also find ways to reduce overall consumption, beyond simply reducing demand during a grid emergency or price spikes. Options for fulfilling demand response commitments are as varied as manufacturers themselves. Stand-by generators can be switched on, lighting can be reduced, production can be shifted to a period after the curtailment call, air conditioning can be cycled and thermostats adjusted and space can be pre-cooled.

Some manufacturers that are electricity intensive have worked out arrangements with employees to adjust shifts to take advantage of the value of the reduced demand. These sorts of agreements underscore the value of efficient energy use to help keep an employer strong.


The IMA/Constellation NewResponse program has been designed to guide manufacturers through the evaluation, enrollment, efficiency identification and compensation links in the demand response opportunity chain. It's easy to figure out if NewResponse makes sense for your company. You can contact your IMA/Constellation energy program representative if you are already participating in the IMA electricity program. Or contact Kevin Bellamy at 410-470-2502 or [Kevin.Bellamy@Constellation.com](mailto:Kevin.Bellamy@Constellation.com)


And be sure to mark your calendar for the **NewReponse Webinar on Wednesday, October 8th at 8:00 am CST**. See page 11 for more details on the October 8th Webinar. ■

### Can NewResponse<sup>SM</sup> Work for Your Business?

evaluation checklist		yes	no
1	My business is concerned with the financial impact of capacity markets.		
2	My business requires a significant amount of electricity to produce its products or services.		
3	My business can reduce consumption during grid emergencies.		
4	My business can curtail some electric load without impact.		
5	My business has backup generation to respond to reliability events.		
6	My business has hourly interval meters installed.		
7	My business has the capability to operate its facilities in real time.		
8	My business has a total electric peak demand of at least 1 MW.		

If you answered "Yes" to 5 out of the 8 statements, it would be worthwhile to explore your business' Load Response options. For more details on these and other NewResponse products, please call 866-237-POWER to speak with a Constellation NewEnergy Business Development Manager, send an email to [loadresponse@constellation.com](mailto:loadresponse@constellation.com) or visit our website at [newenergy.com](http://newenergy.com).

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### 5 easy steps to enrolling in the NewResponse program

- 1 Contact your business development manager at Constellation NewEnergy (CNE). If you aren't a CNE customer yet, please call 866.237.POWER or email [loadresponse@constellation.com](mailto:loadresponse@constellation.com).
- 2 A CNE energy expert may evaluate your organization's curtailment capabilities to determine opportunities and optimal strategies. This may include analysis of usage and an onsite evaluation.
- 3 CNE will then calculate the appropriate curtailment commitment to be performed during an event that maximizes program benefits while minimizing any risks to your organization.
- 4 CNE will enroll your committed load reduction in the Regional Load Response Program sponsored by your Independent System Operator (ISO) or utility.
- 5 Where appropriate, CNE will work with you to install meters, enhance your energy management capabilities and complement your building automation system through installation of software and/or hardware to allow your organization to analyze usage, curtailment potential, and energy prices in real time via the Internet.

Get your free electricity quote at <http://www.newenergy.com>



# Energy Load Response Webinar

See how Constellation's NewResponse<sup>SM</sup> Program can help your organization achieve economic, environmental and social goals.

## Why Attend?

Understand the fundamentals of Load Response and how your business can earn economic incentives by reducing your electricity load (i.e., curtailment) at times when the electric grid is under stress. Learn first hand how other manufacturers are successfully implementing their Load Response programs.

## Learn the Fundamentals of Load Response:

How does Load Response work?

Who can enroll?

What are my curtailment options?

How do I get paid?

When: Wednesday, October 8th, 2008

Time: 8:00 a.m. CST

RSVP: Contact Janie Stanley at 217.522-1240 ext. 3020  
or go to [newenergy.com/imadr](http://newenergy.com/imadr).



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# Generational conflict in the workplace

By Molly Durham

**Diversity in the workplace is something many are prepared to address, but age diversity may be another story.**

**N**o longer are diversity challenges confined to those of race, gender and ethnicity. In several workplaces today, four vastly different generations spanning over 50 years are working together. With differences in cultures and upbringings, each generation brings different outlooks, work ethics and values to the workplace. This can sometimes result in conflict or controversy.

While this conundrum of coexistence in the workplace may be a fairly new topic springing up in the news, it is no new issue. Phrases beginning with “Kids today . . .” have been uttered for years.

These working generations are often broken down into four groups: matures, or traditionalists (born before 1945), baby boomers (born between 1946 and 1964), generation X (born between 1965 and 1980) and generation Y, or millennials (born after 1981).

There are some general demographic characteristics that are used in describing these groups. Matures tend to value the fulfillment of a job well done, have an excellent work ethic and squarely face their challenges. This group faced some of our nation's greatest challenges: the Great Depression, the stock market crash, World War II and the Korean War.

Baby boomers are known for striving for power, title and money, are generally optimistic and believe there is no age barrier when it comes to work. Coming of age in the 60s, they experienced the time of Woodstock and some fought in Vietnam.

Generation Xers find freedom to be most important, are sometimes known as slackers and are very self-reliant. Their title, popularized by Douglas Coupland's novel, *Generation X: Tales for an Accelerated Culture*, says they value flexibility and freedom more than any other generation.

Generation Y is generally the most technological-savvy and is only happy when work means something to them. Many of them taught their parents how to use various forms of technology, and they enjoy the good life and material comforts. Some say that this group echoes the values of their baby boomer parents, which would provide a solution to the some of the conflict.

It is not hard to see how conflict between these groups could occur. Recently, the rate of economic, social and technological change has accelerated to the point where these four generations have grown up experiencing different events and have gotten used to different ways of living and working. Presenting different ways of learning, workplace communication and approaches to career development, a barrier seems nearly impossible to avoid.

One factor contributing to the divide among workers is the fact



that the ratio of older to younger workers is rapidly increasing. With the tidal wave of baby boomers beginning to hit retirement age, shortages of qualified workers are inevitable. At the same time, many workers today choose to work longer and retire later. Both the desire to stay active and the economic realities of retiring affect this decision. In fact, according to a U.S. Census Bureau report, one in five Americans will be over 65 in 2030, and people age 55 and older are expected to make up more than 20 percent of the labor force by 2020, up from 15 percent in 2003. If a large percentage of the workforce is made up of baby boomers, will the younger generations have more trouble fitting in as time goes on? There are already signs that Generations X and Y are struggling to gain acceptance.

Much of the distrust and disdain between generations is focused towards these younger populations. Each successive generation has been slapped with the label of having poor work ethics and little respect for authority by their elders. The question is: is there truth to this, or is it all a generational miscommunication?

In a 2006 Center for Higher Education study, the two prevailing responses to the generation Y were: they are spoiled rotten brats whose parents have given them everything, and they are extremely talented and will bring the most advanced technology and teamwork skills to the workforce.

This trend in perception of younger generations is paired with the fact that generations X and Y are what businesses need. Around 80 million people were born between 1982 and 2002, and they've been plugged into technology since birth. They are used to constant media stimulation, quick answers and immediate gratification. Used to multi-tasking and moving at a rapid pace, they present skills that are valuable in a workplace. According to a survey of 27,813 employees at 13 companies conducted by Towers Perrin, a Chicago research and consulting firm that focuses on supporting employee research needs, generation Y is the most optimistic about company leadership and career development, presenting a positive energy to their companies.

On the other hand, according to an *IndustryWeek* article, a new survey has revealed that hiring older workers, such as traditionalists, is also beneficial to employers. A major study produced by Sirota Survey Intelligence explored the cross-generational attitudes of 300,000 workers spanning all four generational groups.

The study showed a pattern of traditionalists being most satisfied with their jobs, being more willing to go the extra mile for their companies, feeling that they are compensated fairly and most feeling that their skills are utilized properly. The largest difference in generational attitudes found in the study was between traditionalists and generation Y in "willingness to go the extra mile." With a nine-point difference in willingness, this study helps in understanding the other end of the spectrum.

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### Older workers, younger workers and everything in between present different benefits to the workplace.

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One representation of this is shown through the "Rent-A-Geezer" service provided by Experienced Resources, LLC, in Bloomington, Minnesota. This company attracts executives with at least 20 years on the job for companies that need experienced help on a part-time or project-specific basis. This method of filling the void of workers not only fills a gap in quantity of workers, but some may argue in quality as well.

These various studies show that there is no need for one generation to complain about another. Older workers, younger workers and everything in between present different benefits to the workplace. Some suggest that what we may all just need to remember is that different does not necessarily mean bad.

In response to the generational divide, some are offering tips on hiring the new generation and incorporating them into the workplace. Much of this advice is simply to try

to understand each other's differences, rather than fight about them. Many are also saying that the traditional styles of recruiting do not work anymore, because generations are constantly changing.

Tips on managing generational differences include what the authors of *Generations at Work* call the ACORN method. They recommend: accommodating employee differences, creating workplace choices, operating from a sophisticated management style, using a situational leadership style to accommodate many workplace situations and issues, respecting competence and initiative and nourishing retention.

Some even believe that a training DVD is necessary to solve this conflict. A new DVD course made by generational expert Cam Marston titled "Mixing Four Generations in the Workplace" claims to help employers reduce workplace conflict.

Others are responding to this surge in discussion about generational conflict by asking the question: "Is it more fad than fact?" In Frank Giancola's article in *Human Resource Planning*, the journal of the Human Resource Planning Society, he summarizes issues of the notion that generational conflict is a problem. He states that the number of generations in the workplace is disputed, agreement is lacking on the birth periods of the groups, factors motivating the different generations are actually very similar and the concept has limited applicability to minorities and women.

Is generational conflict real, or just an unending cycle of elders thinking youngsters are incapable and immature? While the validity of this idea may be disputed, it is likely that understanding differences in generational groups can help employers allow employees to not only coexist, but to do the best job possible.

Each generation has the opportunity to learn from other generations. Employers need to create a working environment that encourages sharing ideas and accepting different methods of reaching a common goal. ■

*Author Molly Durban worked as an intern at the Illinois Manufacturers' Association this summer. She will be a junior at the University of Illinois at Urbana-Champaign in the Fall.*

# Flight simulator manufacturer Frasca International celebrates 50 years of innovation

*By Peggy Prichard*



Frasca International is celebrating their 50th year in business in 2008. Founded in 1958, Frasca International, Inc. of Urbana, is one of the only privately owned flight simulator manufacturers in the world. "I founded Frasca International in 1958 after working as a flight simulator instructor and maintenance engineer in the Navy," said Rudy Frasca, Founder and President. "I'm extremely proud of where we are today and the positive impact we've had on flight training worldwide."

IMA member Frasca International is celebrating their 50th anniversary with various events and celebrations throughout the year.

"Having delivered over 2,000 devices, we're well known in the international flight training community and are very grateful to our customers who have put their trust in our company," said Rudy. "We are also extremely fortunate to have loyal and dedicated employees who take great pride in their work." Frasca employs over 160 at their factory in Urbana and also relies on the help of sales agents and service engineers located around the world.

The company is owned and managed by the Frasca family with three generations involved in the business. Rudy's son, John Frasca, is Vice President. Sons Tom, Bob and David, and daughters Mary, Peggy and Liz are involved in marketing, management, production, finance and other areas of the company.

Frasca International is unique in that it provides a complete range of flight training equipment for all aircraft types rather than focusing strictly on the higher end or the entry level products. Over the past 50 years, the company has seen many milestones with respect to technological breakthroughs, new product announcements and contract awards. In 1983, the company transitioned from analog to digital simulation, uti-



lizing PC technology. In 1984, they developed electric control loading which improved the feel of the controls. In 1985, Frasca introduced their first visual system. In 1987, motion bases were applied to general aviation devices. In 1991, Frasca introduced their Graphical Instructors Station (GIS) which has become an industry standard for its ease of use and instructional value. In 1992, the company delivered its first Full Flight Simulator. In 2003, 16 Level 6 FTDs were delivered to ERAU, the first of their kind. In 2005, a Frasca KingAir FFS with TruVision was approved to Level C. In 2007, Frasca delivered the first Level 6 Helicopter FTD and introduced TruVision Global, a highly detailed visual system, to the industry.

Frasca International is known worldwide as "the comprehensive source for flight simulation" and their name has become synonymous with flight simulation in many parts of the world. Frasca's product range includes Flight Training Devices (FTDs), FNPT I, II and IIMCC devices, CPTs, Full Flight Simulators (FFS) and more for all aircraft types, fixed wing and rotary. Frasca has delivered over 2,000 devices to some 70 countries since the company was founded.

Frasca provides simulation equipment to airlines, flight schools and military organizations worldwide. Key customers include large university aviation programs such as Embry Riddle Aeronautical University (ERAU) and the University of North Dakota (UND), hundreds of flight schools, military organizations such as the U.S. Navy, the U.S. Army, the Indonesian Air Force, the Defence Helicopter Flying School (DHFS), the NYPD and others, and helicopter operators including PHI, Air Logistics, Bristow Helicopters, Silver State Helicopters, Bell Helicopters, Era Helicopters and many more. Thousands of pilots worldwide have trained on Frasca equipment.

### Frasca supplies FTDs to Era Training Center

Frasca International recently provided two helicopter Flight Training Devices (FTDs) to Era Helicopters new training center in Louisiana. The two FTDs, an EC-135 and an

AS-350B feature the Frasca TruVision 220 visual system, exact cockpit replication and are qualified as Level 6 FTDs. Era Helicopters LLC (Era), part of Era Group Inc., opened a new 7,694 square foot helicopter training facility in the first Quarter of 2008. The facility, Era Training Center LLC, features two helicopter Flight Training Devices (FTDs), an AS-350B2 FTD and an EC-135 CPDS P2+ FTD, classrooms, custom briefing areas and administrative offices.

The Era Training Center provides training for Era Helicopters and third-party operators according to Paul White, Era Training's Manager. "One of our primary goals is to make Era Training Center a benchmark for industry-wide safety and excellence in helicopter training. The Center offers a broad range of courses and, because of its proximity to our Lake Charles operations base, real-time training can be incorporated with Era's diverse fleet of light, medium and heavy aircraft. Era Training Center offerings include programs designed for air medical operators, corporate aircraft owners and airborne law enforcement personnel," White said. Era announced in August, 2007, its receipt of a \$2.1 million RRF (Rapid Response Fund) Grant from Louisiana Economic Development (LED), for the purpose of providing a training facility in proximity to its operations base on the Lake Charles Airport property. The Rapid Response Fund is intended for economic development projects beneficial to Louisiana.

"Frasca is pleased to provide the AS350 and EC135 FTDs for the new Era Training Center," commented John Frasca, Vice President of Frasca International, Inc. "Frasca's experience in rotary wing simulation will ensure that Era Training Center is equipped with the best helicopter FTDs available. Era's experience in both helicopter training and helicopter operation provides invaluable

feedback which will enhance the performance of the Frasca simulators. This cooperation will ensure that helicopter pilots are trained as effectively and efficiently as possible at Era Training Center."

### Frasca Mentor popular with flight schools

Several flight schools worldwide have recently ordered or taken delivery of Frasca's Mentor AATD. The University of Illinois, Urbana, has ordered a Mentor with Avidyne Entegra, while Sydney Flight Training Center and the Austin Academy of Aviation will soon take delivery of a Mentors with Garmin G1000. The Mentor was introduced in 2005 and is designed to allow for training on



*"I founded Frasca International in 1958 after working as a flight simulator instructor and maintenance engineer in the Navy," said Rudy Frasca, Founder and President.*

advanced avionics. Dozens of Mentors are in use worldwide.

### Frasca International's history

Frasca International was founded in 1958 by Rudy Frasca. Rudy began taking flying lessons at the age of 14 and soloed shortly thereafter. In 1949, Rudy joined the Navy and was stationed at Glenview Naval Station, where he worked as a flight instructor teaching pilots on the early Link trainers. After the Korean War, Rudy left the Navy to attend the University of Illinois, where he did research in Aviation Psychology and honed his interest in the field of flight simulation. In 1958, putting together everything he had learned in the Navy and the University, Rudy built his first flight simulator at home in his garage and Frasca International took flight.

With over 50 years of active flying see **FRASCA** page 25

# Workforce trends— Tools for taking control of today's skilled labor shortage

*By Jeffrey Owens, President,  
Advanced Technology Services, Inc.*

**W**ith record numbers of the skilled labor force eligible for retirement and the trend toward offshoring continuing to build, U.S.-based manufacturing needs to re-evaluate its global relevancy. In order to maintain its current status as a global force in manufacturing, automated processes take on a new significance. The shift to higher technology requires a new breed of skilled worker; a skilled worker able to keep pace with the accelerated changes in automated manufacturing. The worker of tomorrow needs special training and skills along with a vision for improving asset productivity.

## **Filling the skills gap**

The seriousness of the looming labor crisis for manufacturers in the United States is staggering. According to the U.S. Bureau of Labor Statistics, the serious lack of skilled workers that began in 2005 is projected to reach 5.3 million by 2010 and 14 million by 2015. Coupled with that, the U.S. Census Bureau reports the number of people aged 55 and older will increase to 73 percent by 2020, while the number of younger workers will grow by only five percent. The

impact of these two powerful forces at work — retirement juxtaposed with fewer new candidates can already be seen by the number of open jobs employers are facing. The problem is even further exacerbated by an even shorter supply of skilled workers available to fill technical positions.

There are many reasons why the American workforce can't find enough talented employees with the sophisticated skills needed to maintain highly automated equipment. Not only have jobs been created faster than they can be filled, but an historic guarantee, apprentice programs, once routine in manufacturing, has faded away.

Because many companies have eliminated their apprentice programs, which did a good job of educating young workers in a specified area of expertise, manufacturers are no longer able to call on that pool of trained workers. And, the low skilled worker of yesterday has been displaced by higher paid, more technologically savvy workers. According to the Hudson Institute's recent book *Workforce 2020*, "Automation will continue to displace the low-skilled or



***Manufacturers  
will face  
serious challenges  
during the next  
ten years***

unskilled worker." In fact, the Hudson Institute predicts that the new skilled labor force will be more highly skilled and therefore better paid than at any other time in U.S. history.

While the skilled trades in manufacturing in general are in short supply, maintenance professionals are disappearing at an alarming rate. According to the Hudson Institute's report on the state of the workforce in North America, nearly 40 percent of all maintenance technicians will retire in the next five years. And, when they retire, the skill to keep the increasingly technical machinery found in America's plants running goes with them.





So why the lack of maintenance professionals? One reason is the lack of apprentice programs that used to produce maintenance professionals have all but dried up. Add to this the role that technology is playing in today's maintenance organization, and finding the kind of maintenance people that can operate in a high-tech environment is ever more difficult.

So what does that mean for U.S. manufacturing? According to a 2008 benchmark survey commissioned by Advanced Technology Services, Inc.,

the need to replace these lost skilled workers has grown from a concern to a wholesale crisis in just three short years. The 100 senior manufacturing executives who were surveyed said the shortfall will cost their companies an average \$52 million; and even more, \$100 million, for the nation's largest companies who report more than \$1 billion in annual revenue.

### Where will this elite workforce come from?

To head off this collision course, investing in today's youth through training and the repositioning of manufacturing as a desirable career and not a dead-end, dirty job will be critical in filling future demand. Highly technical training programs must be resurrected focusing on math and science to recruit young workers while they are in high school or technical schools to provide the training and skills needed to become multi-skilled workers, capable of making a fundamental difference in plant operations and profitability. A job that formerly required multiple people can be accomplished by one multi-tasking worker. The savings to a plant's bottom line is realized in extended machine lifecycle, faster production and more affordable staffing.

### Why outsource?

Lean Manufacturing in today's sense has dictated companies to identify what is core and non-core in their business. Many manufacturers have identified that maintenance is not a core competency and that by outsourcing this critical function, they can direct their focus on research, development and manufacturing, resulting in customer satisfaction and increased profitability.

The fact is, maintenance professionals are in short supply. Coupled with increased demand for manufacturers to improve asset productivity, 53 percent of senior level manufacturing executives who responded to the ATS survey agreed that outsourcing production maintenance offered the greatest productivity enhancement potential to remain competitive in today's

global manufacturing environment.

As maintenance technicians having been retiring, companies have been looking for more economical ways to do more with less. Computerized Maintenance Management Systems, (CMMS) particularly have led the charge in providing more efficient maintenance procedures. The fact is, CMMS allow one person to monitor machine health at a glance, doing essentially what large crews did in the past.

Predictive technologies like thermography and vibration analysis have also allowed maintenance to be more proactive, helping technicians to understand what causes machine failures in advance of actual events.

During the recent economic boom, the decision to outsource equipment maintenance was generally made to improve maintenance performance to maximize plant output. With orders at very high levels, the only thing that would hurt plant financial performance would be the inability to make enough products to meet market demand. Although the decision to outsource a key, yet non-core, function such as maintenance was not an easy one, plant managers felt comfortable that the risk involved with outsourcing was not as great as the risk of not producing.

With the current economic issues facing manufacturers today, the decision to outsource equipment maintenance is even more viable than it has been in robust economic times. Today, companies are hunkering down and simply trying to get through the economic downturn. They are taking a short-term view of the world — cutting costs wherever and whenever possible. Although the desired outcome of outsourcing today is different than in the past, it is a more important strategic and tactical decision than ever before. Today, plant managers look to improve the effectiveness and efficiency of maintenance not to generate greater output but to generate the same or less output at a reduced maintenance cost.

In addition to reducing maintenance costs, many plant managers recognize that there are a variety of

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## WORKFORCE

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other benefits to outsourcing equipment maintenance in this slow economy. These benefits include:

- reduced total cost to produce;
- improved management focus;
- minimized risks;
- overcoming internal resource limitations; and
- preparation for the recovery.

### Reducing total production cost

When economic times get difficult and a plant's backlog of orders dwindles, the usual reaction is to circle the wagons, cut people and costs wherever possible, and try to ride out the storm until the economy turns around. There is no question that minimizing costs when the economy is poor is the smart approach. However, plant managers often focus so intently on cutting payroll that they miss the big-dollar savings opportunities — like stepping over dollars to pick up pennies. Maintenance is one example of this practice.

When the economy turns down, most plants make the judicious decision to cut the number of maintenance staff. If maintenance was not performing well before the downturn, it is unlikely that a reduced staff will make it any better. When maintenance is performing well, the total cost to produce the end product goes down significantly, and overtime (production and maintenance) is minimized or eliminated

because machines are available and running when needed. In this scenario, production can be accomplished in one or two shifts rather than three, or production goals can be met in four days rather than five or six. Much less finished goods inventory is required to meet rigorous shipping demands.

However, these savings can only be achieved if maintenance is performing at a level sufficient to sustain a minimized production schedule. If maintenance staffs are going to be cut in down times, their performance must be significantly improved if the plant is going to realize the desired level of profits. Using outsourced service providers for equipment maintenance, and benefiting from their broad-based expertise, is a first-rate way to get enhanced maintenance performance with a cut-back maintenance staff.

### Preparing for recovery

Probably the most important reason to consider outsourcing maintenance during an economic downturn is that the plant will need all the processes, systems and methodologies of effective maintenance firmly in place once business begins to come back. If ineffective, inefficient maintenance practices are perpetuated during slow times, the speed and pace of the recovery will not allow best practices to be established as business returns. Maintenance will prove woefully inadequate to handle the demands of increased production and to meet the greater need for equipment reliability. Market share gains will be achieved on the

upswing by those plants that are best prepared to handle the influx of new orders. By installing maintenance best practices during slow times, companies can be fully prepared, ready to provide the increased service levels demanded of the equipment. Additionally, companies that are prepared for an economic upswing will be far ahead of the competition in terms of responsiveness to new orders. Dealing with all the various outsourcing issues during slow times in the plant enables a careful and well thought out transition of maintenance.

### Foresight

By outsourcing maintenance during slow business cycles, significant improvement can be made with little responsibility falling on the internal staff. Internal resources can focus on the core issues of maintaining or growing market share through the tough times, while the professional maintenance service provider can focus on making sure the equipment will run when needed.

Outsourcing equipment maintenance when business times are tough enables plants to better handle the critical profitability issues that must be addressed in slow times while simultaneously preparing the plant to be more efficient and productive when the economy turns. It is, especially now, an idea worth investigating. ■

### About ATS

*Author Jeffrey Owens is President of Advanced Technology Services, Inc. (ATS) of Peoria, Illinois. ATS improves productivity and profitability for many of the world's most respected manufacturers through the managed services of production equipment maintenance, information technology and spare parts repair. Founded in 1985, ATS employs over 2,200 people across the U.S., Mexico and the United Kingdom and is a member of the National Association of Manufacturers and the Illinois Manufacturers' Association. ATS is headquartered in Peoria, Illinois, with offices and service centers located in Greenville, South Carolina; Chicago, Illinois; Detroit, Michigan; Monterrey, Mexico and the United Kingdom. For more information, visit the ATS Website at [www.AdvancedTech.com](http://www.AdvancedTech.com) or call 309-693-4000.*

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# Blogging is here to stay . . . what does this mean for your company?

**B**logging has become the modern, go-to source for communication and information exchange. Though just a few years back the medium was largely unknown, one thing is now clear: blogging, with all its pros and cons, is here to stay.

What does blogging mean for employers? As blogs continue to multiply and issues make their way to the courts, answers begin to emerge. What is already known is that, unless formally and effectively addressed at the workplace, blogging can turn into a source of potentially serious liability for employers.

Unfortunately, employers have generally been slow to catch up with the blogging phenomenon. Though blog search engine Technorati estimates that there are presently more than 70 million blogs on the internet, most employers have no formal process or policy in place to address employee blogging. Yet, many companies have disciplined employees for blogging activity. For a number of employers, this disparity between policy and practice has resulted in negative publicity and costly litigation.

## The evolving blogosphere

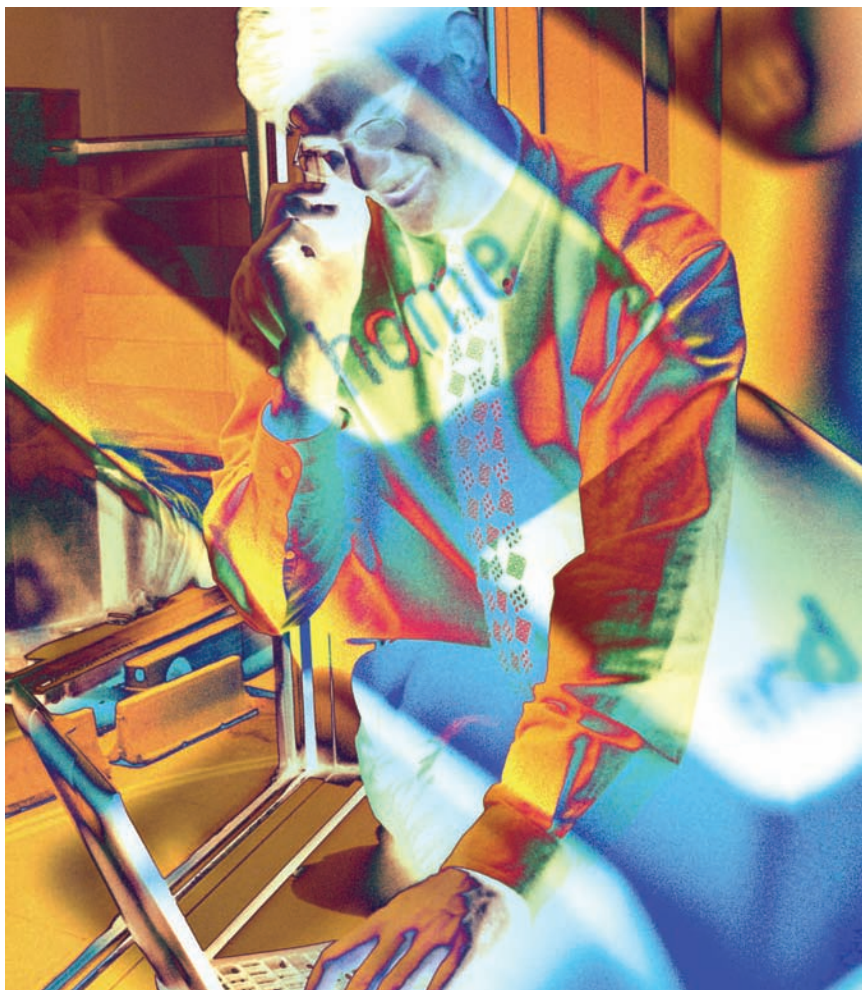
Blogs are personal diaries posted on the internet. Unlike typical diaries, however, blogs are not tucked away in a nightstand drawer. They are visible to anyone around the world with an internet connection. And unlike diaries, blogs are typically interactive, allowing readers to publicly share their thoughts and comments on the posted material. Like diaries, however, blogs are not edited for content — they can be whatever their writers wish them to be.

From the companies' perspective, the inherent dangers are too many and too easy to imagine. Since one can use a blog to write about anything, why not use it to write about that bad boss or that frustrating job? In fact, blogs are used quite frequently as a venting ground for disgruntled employees. A blog can also be used to divulge companies' trade secrets or other sensitive/confidential information or to post other inappropriate comments, including com-

ments of a harassing or a discriminatory nature.

In fact, blogs have been used for all these and other reasons that can harm employers. Among the more recent examples, Cisco updated its blogging policy this past spring, after an employee used his work-related blog to attack some patent lawyers, who then sued him and his company in a defamation lawsuit. In another recent case, a Washington

see **BLOGGING** page 25



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## CMRC meeting features former reporter discussing the state of manufacturing in the Midwest

The Chicago Manufacturing Renaissance Council (CMRC) hosted a special Executive Committee forum on June 18 at Robert Morris College featuring noted author and former *Chicago Tribune* reporter Richard Longworth.

Longworth discussed his new book on the state of manufacturing in the Midwest titled *Caught in the Middle: America's Heartland in the Age of Globalism*, which explores the ways in which globalization has affected the Midwest.

Longworth spent more than a year traveling the Midwest, finding the region's two major economic activities, farming and heavy industry, drastically changed by the pressures of globalization. He investigates many new realities of the region such as ones concerning manufacturing, immigration and the biofuel revolution.

He discovered both the booming global city of Chicago and other industrial towns and cities struggling to survive. He describes the region as being deeply torn by immigration, on which its future rests, and reluctant to support education, its one key to global success. As factory farms and global forces displace old ways of life, Midwestern states are failing the global challenge, and Longworth urges new and radical regional approaches to help it meet this challenge.

At the forum, Longworth introduced a discussion about manufacturing in the Midwest and the CMRC's efforts to re-establish the Chicago region and Illinois as a global leader in the production of complex products.

In his book, Longworth reports on the many ways in which globalization is transforming the economy in the Midwest and how the region is struggling to meet the challenges. After Longworth's presentation, a panel of experts and industry leaders led a discussion to respond to his

comments. Guests included Cheryle Jackson, president of the Chicago Urban League; Hardik Baht, chief information officer for the City of Chicago; and Glen Johnson, an IMA board member, co-chair of the CRMC and president of Oakley Millwork.



## Midland Davis succeeds with Moline's curbside recycling service

Mayor Welvaert and representatives from IMA-member Midland Davis Corporation signed an agreement for Moline's Curbside Recycling Service last September, making Moline as the first city in the Illinois Quad Cities to provide a Curbside Recycling service.

An IMA member since 1967, the company began in 1892 when Louis Livingston collected scrap pieces of iron and steel and sold them to mills. Today it has evolved into a full-service provider in all major aspects of the recycling industry.

The 10-year recycling agreement requires Midland Davis to provide single stream collection every other week for each residence in Moline currently receiving garbage collection.

"I am pleased that Moline, the largest community in the Illinois Quad Cities, is stepping up and taking the lead by adopting a curbside recycling program," said Mayor Don Welvaert. "It is the first step in becoming a greener city and becoming responsible caretakers of our community and our earth."

Moline generates 17,500 tons of trash annually, at a disposal cost of \$264,000. A minimum of 25 percent waste will be recycled through the curbside recycling program.

So far, the service has been much more successful than anticipated. "It's going better than expected, we're running probably 80 to 90 percent participation rate, which is almost statistically off the charts," said Marty Davis, president of Midland Davis. "We're also getting 25 to 30 percent more material than we anticipated."

Not only has the curbside service reduced waste, but jobs have been created as well. The route of the

service has 820 homes, and four new workers were required to complete the route. The service also will create jobs outside of Moline. "For the processing, our system isn't completely ready to go in Pekin, Illinois, but we'll have to hire at least six more people down there to work on this project," said Davis.



## Cedar Concepts Corporation's Linda McGill Boasmond honored

Linda McGill Boasmond received the 2008 Entrepreneurial Woman of the Year Rising Star Award from the Women's



Business Development Center (WBDC) at the organization's 22nd Annual Hall of Fame Awards Luncheon on Wednesday, September 3rd at Navy Pier.

Linda McGill Boasmond is the owner and president of IMA member Cedar Concepts Corporation, a Chicago-based, WBE certified company that processes surfactants, lubricants and chemical intermediates. The materials produced by Cedar Concepts are key ingredients for cosmetics, lotion and shampoo; for cleaning dishes, clothes, carpets and cars; and for industrial formulations used in metalworking, agriculture and aerospace. Under Linda's guidance, Cedar Concepts has nearly doubled its sales to over \$12 million annually, currently employs over 40 people and ships over 50 million pounds of product annually via truck and rail to many Fortune 500 corporations.



## Caterpillar announces expansion plans

Caterpillar, Inc. announced in June a multi-year \$1 billion capacity expansion that will position key factories in Illinois and other areas to compete for the long term. These investments will allow Caterpillar to meet its continued demand, as well



as bolster its global leadership for machines used primarily in mining and large infrastructure applications. The company will invest more than \$1 billion in support of the expansion from 2008 through 2010 in five existing facilities in Illinois: East Peoria, Joliet, Decatur, Aurora and Mossville.

"This is certainly very positive news for the Illinois communities where we operate as we invest today to strengthen our global leadership position in the industries we serve and to maintain our ability to profitably compete in the global economy," said Caterpillar Chairman and CEO Jim Owens. "This restructuring and capital investment in critical North American operations demonstrates our optimism about the global markets we serve and Caterpillar's long-term commitment to our employees, our customers and our stockholders."



## Bison Gear one of "Best and Brightest Companies to Work For" again in 2008

Gear motor manufacturer Bison Gear Engineering Corp. has been selected as one of Chicago's 101 "Best and Brightest Companies to Work For" by the National Association for Business Resources (NABR). This is the second consecutive year Bison has won the award.

The Best and Brightest awards were established to honor those companies that recognize employees as their greatest asset. "The 2008 winning companies have a real commitment and dedication to their employees. The best practices and innovative human resource initiatives that were demonstrated should inspire others to look for new ways to recognize employees as their greatest asset," said Jennifer Kluge, NABR President.

Each winning company is evaluated on the following categories: communication, community initiatives, compensation and benefits, diversity and multiculturalism,

employee education and development, employee engagement and commitment, recognition and retention, recruitment and selection, and worklife balance and small business.

"Bison is pleased to be honored with this award once again. Without our employees' dedication and commitment, we would not have been considered. Our employees are truly our company's greatest asset," said Martin Swarbrick, President and CEO of Bison Gear Engineering.

Bison was honored with the other Best and Brightest recipients at an awards ceremony on August 4 at the Chicago Marriott in Oak Brook.



## IMA Young Leaders to examine managing multi-generational workplace in Galena, Oct. 3-5

The IMA Young Leaders Council (YLC) fall conference will address: "Managing in a Multi-generational Environment." The three-day affair will be held at Eagle Ridge Resort and Conference Center in Galena on October 3-5.

The YLC was created by the IMA Board of Directors earlier this year to help develop industrial leaders for the manufacturing sector in Illinois. The YLC creates opportunities for young professionals to expand their professional growth in preparation for leading their companies and to assume roles as leaders of the Illinois Manufacturers' Association.

The fall event features seminars, presentations, group discussions and challenges and social activities designed to help those less than 45 years of age develop knowledge and networks to help them and their companies in the future.

Among those scheduled to speak are IMA President & CEO Greg Baise and Mark Denzler, Vice President for Government Affairs and Membership. RSM McGladrey Vice President Tom Murphy will keynote a Saturday luncheon and discuss "The Future of Manufacturing" which will highlight

McGladrey's recently completed national manufacturing survey.

Examining the challenges of managing in a multi-generational environment will be Suzanne Lane, president of AVANT Consulting, Inc. Lane, who holds JD and MBA degrees, is a nationally recognized expert in strategic business law and organizational development and brings a unique perspective to improving business results by advancing the people and processes required to achieve those results. She specializes in supporting emerging leaders, leadership teams and owner-managed companies and helping companies through organizational change and ownership succession.

Registration for the event is \$300. Reservations and more information can be obtained by visiting [www.ima-net.org/ylc08.cfm](http://www.ima-net.org/ylc08.cfm) or by calling Kimberly McNamara at 800-875-4462, ext. 2109. The YLC encourages spouses to attend its events.



## Siemens building new plant in Elgin

Due to the increasing demands for alternative and renewable energy sources, Siemens Energy & Automation, Inc. announced recently that it would invest more than \$20 million to develop a second plant in Elgin for its Drives Technologies business. Siemens is the largest producer of wind turbine gear drives in the United States.

In Elgin, IMA member Siemens designs and manufactures mechanical gear drives for the wind industry as well as for the cement, coal and minerals, and oil and gas industries. The new plant, expected to be completed in March 2009, will create approximately 300 new jobs in production and 55 new office jobs over the next three to four years; the plant in Elgin currently employs 150 people.

"Siemens is committed to providing technologies that promote energy efficiency and reduce costs," said Anne Cooney, vice president of the  
(continued on page 22)

Power Conversion Division for Siemens Energy & Automation. "Combined with the expertise and product knowledge we have in Elgin, the new facility will enable Siemens to increase production of our mechanical drives to help our customers meet the growing demand for sustainable energy resources."



## Acme Refining Scrap Iron & Metal is "Illinois Recycler of the Year"

Acme Refining Scrap Iron & Metal received the 2008 "Illinois Recycler of the Year Award" from the Illinois Recycling Association. The company was recognized during the Excellence in Recycling awards at the Illinois Recycling & Solid Waste Management's "Race to Green" Conference & Trade Show, held at the Sheraton Hotel in Arlington Heights.

Lou Baron, Founder of Acme Refining, accepted the award presented by Ginger Zee, NBC's Going Green reporter. When receiving the award, Baron shared the evolution of his job title through his 58 years in the scrap metal industry. "First I was a junk man, and then I was a scrap man, now I am a recycler."

IMA member Acme Refining has grown from a one-man/one truck company to a fleet of more than 200 trucks, a team of 25 sales people and more than 450 employees. The company is one of the largest privately owned recycling companies in the United States, with nine locations, including a non-ferrous metal warehouse, seven steel processing yards and a document destruction off site shredding facility.



## ILMO Products Company expands in Decatur

ILMO Products Company broke ground last September for the construction of a major new facility located in Decatur, Illinois. Completed last December, the new

facility occupies 8,000 square feet.

The new facility provides more than twice as much space as the old facility, thereby doubling ILMO's capacity to fill and speedily ship cryogenic products as well as offer enhanced operational efficiencies and a much larger lot for ease in fleet operation.

"ILMO has served the Decatur market since the 1920's. In the 60's we moved from 208 West Wood Street to 534 North Jasper Street and we outgrew that facility," said Brad Floreth, President of ILMO. "Our success in the Decatur market has necessitated this latest move allowing us to continue providing the superior level of service our customers have come to expect from us."



## Navistar and Caterpillar work together

Navistar International and Caterpillar, Inc. plan to cooperate in serving an expanding base of engine truck and equipment customers worldwide. The two major manufacturing companies will work together to develop, manufacture and distribute commercial trucks outside of North America.

"As the world leader in construction equipment and diesel engines, Caterpillar is now positioning itself for growth in the on-highway truck market," said Jim Owens, Caterpillar Chairman and Chief Executive Officer. This is an important step for Caterpillar and we look forward to working with Navistar for the continued benefit of our customers."

"This relationship is a perfect example of Navistar's strategy of growth through leveraging our own assets and those that others have built," said Daniel C. Ustian, Navistar Chairman, President and CEO. "In partnership with Caterpillar we intend to extend our leading-edge product focus that we have in North America into the rest of the world."

Through this alliance, Caterpillar

plans to target a 2010 introduction of a North American Cat branded heavy-duty truck for severe service applications, such as road construction, large infrastructure projects and oil and petroleum development. Concurrent with this new strategic direction, Caterpillar has determined independently that it will not supply EPA 2010 compliant engines to truck and other on-highway original equipment manufacturers (OEMs).



## Cargill expansion plans in Chicago

Cargill has broken ground on a \$22-million BiOH™ brand polyols manufacturing plant in Chicago. The new production facility will be the first world-scale biobased polyols plant. Expected to be operational in November, the new plant will produce Cargill's BiOH soybean-based polyols – an ingredient that replaces petroleum-based chemicals traditionally used in polyurethane products, such as flexible foam cushioning for furniture, bedding and automotive products.

Since going commercial with BiOH polyols in 2005, Cargill has been serving customers primarily through a toll-processing capability. The biobased product's success required expanding production capabilities at a Cargill site in Brazil in September 2007. The new manufacturing plant in Chicago will make available a much larger supply of BiOH polyols as a viable raw

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material option for Cargill's growing customer base in North America and Europe.

Cargill's BiOH polyols provide a responsible choice in raw materials for furniture cushioning, bedding foams, automotive seats, and building insulation. A preliminary life cycle analysis indicates that manufacturing BiOH polyols results in 36-percent less global-warming emissions and requires 61-percent less non-renewable energy than traditional petroleum-based polyols.



### BP Whiting Refinery modernization project on schedule

Progress on the BP Whiting Refinery modernization project accelerated during the last half of 2008 with the award of key contracts, the ordering of long lead time items and a major overhaul of a low pressure hydrotreater during a

scheduled turnaround in 2008.

When complete in 2011, the project will increase Whiting gasoline production by 1.7 million gallons a day and equip the refinery to process increased amounts of secure Canadian crude oil.

The project will include construction of a new coker, a new crude distillation unit, a new gas oil hydrotreater, new sulfur recovery facilities, modernization of the refinery's water treating facilities and other environmental improvements.

The project, the largest private investment ever made in the State of Indiana, will have positive economic impact on neighboring communities.

"We estimate that direct local spending during construction, including salaries and wages for field craft will be in excess of \$2.5 billion," said BP Whiting Refinery Business Unit Leader Dan Sajkowski. "Far more significant is that the project will allow us to sustain the ongoing employment base

that provides a livelihood to over 2,000 families and delivers huge economic benefit to communities in northwest Indiana."



### Deere & Co. funds Technology Innovation Center at University of Illinois

Deere & Company said it is investing \$1 million to create a John Deere Technology Innovation Center with the University of Illinois to leverage the skills and knowledge of faculty and students in the areas of agriculture, business, engineering, and information technology.

The new facility is located in the University Research Park in Champaign and will create an accelerated innovation environment to assist Deere in utilizing advanced electronics, mechatronics, advanced sensors and control systems technology.

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- NLRB
- Occupational Safety & Health
- Strike Support
- Supervisor Training
- Wage / Hour

## MEMBER NEWS

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"This important effort will extend our industry leading investment in research and development on behalf of our customers," said Robert W. Lane, chairman and chief executive officer of Deere & Company.

"This investment dovetails perfectly at the University of Illinois with our 140-year history of addressing the most critical needs of society. Furthermore, it will enhance the knowledge and skills of faculty and students as we continue to prepare our graduates to compete and succeed in the global marketplace," said Chancellor Richard Herman of the University of Illinois.

Deere said the new technology innovation center in Champaign will expand its capabilities to respond to the rapidly changing environment for John Deere's customers and businesses through leveraging the

capabilities of the University.

The center in Champaign will remain a satellite organization to John Deere's Moline Technology Innovation Center, which is located on the campus of the company's World Headquarters in Moline. The new Champaign location will intensify Deere's efforts to track key technology developments impacting the company.



## ATS assists flood victims

Among the victims of rain-fed floods across the nation's midsection are manufacturing plants, many of which were forced to suspend operations, and others that were swamped by floodwaters. In response to the catastrophe, Advanced Technology Services, Inc. (ATS) aided in the recovery by creating repair triage centers in flood-damaged counties. The company also helped restart closed plants and

repair damaged machinery.

While business losses are still being tallied from missed rail and truck deliveries, idled barges, closed plants and shutdown factories, ATS cites the extremely expensive cost of stopped production, at an average \$22,000 per minute. Flooded factories are also created an environmental risk, as chemicals and other toxins were released.

ATS most recently was on the team rebuilding the Caterpillar factory in Oxford, MS that was destroyed by a tornado earlier this spring. The company started as a spin-off from Caterpillar Inc. in 1985, creating a niche as the firm that large manufacturers such as Johnson & Johnson, Honda and Fortune Brands turn to for outsourcing the care and maintenance of factory assets. ATS also has operations in Mexico and the United Kingdom, and is making plans to enter China. ■

## PLANNING

Cont. from page 7

- Easier credit from local banks.
- Lower interest rates for mortgages and consumer credit.
- A decrease in local unemployment.
- An increase in "help wanted" ads.

All these signs, and more, indicate improving economic conditions locally, in your area of business, which is what matters most to you as the business owner. Once you see these positive signs, it's time to analyze your business for the right course to take.

Examine how your business did previously in times like these. You should be using a computerized accounting system. Quickbooks is the premier one right now. If you're using an old paper system and doing your own bookkeeping, your first task is to change immediately.

If you're in a new business, this will not apply, but if you've been in business a while here's what to do:

Go to the report section of Quickbooks (or the equivalent section if you use a different system) Examine two sections for a similar period of time.

- **Sales by item summary.**

This will tell you what sold best for the equivalent recovery last time.

Similar items will usually do well.

- **Income by customer summary.**

Who's buying your product and services during a recovery? Is it mainly commercial clients, individuals, young, old, blue collar, professionals? This is crucial so you can target your marketing toward those clients.

Now apply the particular and unique aspect of your business to this information. Factor in changes to your market since the last boom time.

- **Has technology changed?** Don't stock up on VCRs when DVDs are the rage. The pace of technological change can be daunting sometimes. Be sure you're not caught using outdated technology in booming times.

- **Have the demographics of your market changed?** Do you have younger buyers instead of older ones, families instead of singles, industrial/commercial as opposed to individuals? Such changes in your market will require different sales strategies, pricing, inventories, etc.

- **What's the competition like now?** At the risk of sounding ghoulish, look around for competing business that didn't survive the recession. Move aggressively to grab the market shares of mori-

bund competitors. Likewise, be aware of aggressive competition and match them blow-for-blow.

- **What are the factors unique to your industry?** Some industries thrive in recession and don't do

as well in recoveries. Look to the unique aspects of your industry.

- **Loosen the purse strings a tad.**

Now's the time to increase advertising and marketing, add to inventories, hire sales people. Be cautious, but move forward.

So there you have it, the basic steps to take advantage of the coming economic expansion. And remember, when things are looking super good and it seems like this boom will never end . . . that will be the time to prepare for the next recession. ■

*Author Patrick Astre, a Certified Financial Planner, is the founder of Astre Planning, Inc. Patrick has been advising individuals, small businesses and corporations for nearly 40 years. He is the author of, "This is Not Your Parents' Retirement," (Entrepreneur Media Publishing) as well as "Educated Investing and the Four Seasons of Money." For more information, contact Patrick at 631-744-9100 or visit [www.ProsperousBoomer.com](http://www.ProsperousBoomer.com).*



## FRASCA

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ing, Rudy's love of aviation is obvious. But aviation is not just a business for Rudy, it's also his avocation. Over the years, Rudy has flown hundreds of aircraft and collected several, including a number of "warbirds," all in flying condition: a P-40, a recently restored Spitfire Mk XVIII, a Wildcat, an SNJ, a T-34, a Fiat, and a Zero replica.

Frasca International is located on Frasca Field, an FBO owned and operated by the Frasca family. The FBO also houses Frasca Air Museum which includes Rudy's collection of WWII aircraft.

Over the years, Frasca simulators have developed a reputation for realism, reliability and affordability. As the number and reputation of Frasca simulators in use grew, the name "Frasca" began to be used as a generic term for simulators, becoming in effect a household word in the aviation training community. Although the company has grown dramatically, Rudy's original mission remains the same — to design and manufacture high quality and reasonably priced flight simulators for training pilots world-

wide. Frasca International has an active R&D program to maintain their reputation in innovation and to continue setting industry standards in flight simulation.

The ability to provide efficient and effective flight simulators, aided by industry growth brought on by the international shortage of airline pilots, puts Frasca International in the right place at the right time. Frasca projects a 20 percent annual increase in sales over the next five years.

Frasca International has delivered over 2,000 devices in some 70 countries worldwide. Frasca devices are in use at over 90 percent of U.S. colleges using flight simulators.

The Frasca operation is vertically integrated, with the company having the capabilities to handle virtually every step of the manufacturing process. The company has its own wood shop and machine shop, in addition to the final assembly room and the shipping and receiving areas. In many cases, Frasca does it's own painting, welding, silk screening and upholstery work.

Helicopter training has become more important for Frasca in recent years. With more helicopters being used by law enforcement and for use in emergency medical services and the petroleum industry using

helicopters to fly to and from off-shore facilities, the demand for helicopter pilots has increased. Roughly half of Frasca's business is overseas. Frasca delivers about 50 simulators a year, on average, with that number growing in recent years.

Frasca International received the 1996 Illinois Governor's Export Award In the category of Continuing Export Excellence. The award is given through the International Business Division of the Illinois Department of Commerce and Community Affairs to outstanding Illinois companies for their significant achievement in global competition.

The Royal Aeronautical Society (RAeS) awarded their Flight Simulation Silver Medal to Rudy Frasca on May 13, 1998 in London, England, during the RAeS Simulation Symposium. The Flight Simulation Silver Medal is awarded annually for achievements in Flight Simulation at an International level. ■

*Author Peggy Prichard is the daughter of Rudy Frasca and the Manager of Advertising and Promotions for the Frasca International.*

## BLOGGING

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school district found itself as a defendant in a suit brought by a former school teacher who claimed that her free speech rights were violated when she was disciplined after posting disparaging comments on her blog regarding the qualifications of the person hired to assume her duties. Other examples include Microsoft and Delta facing public scrutiny after terminating employees for their blog activities — in the former case, the employee used his blog to post photos of Apple computers being delivered to Microsoft; in the latter, a flight attendant posted risqué pictures of herself in her Delta uniform on a blog called "Queen of the Sky."

These and other cases demonstrate that negative aspects of blogging can lead companies to suffer a tarnished public image, a diversion

of its resources, decreased camaraderie among employees, and increased risk of litigation.

### What can employers do?

Employers are not without recourse. In fact, there are practical, legally sound ways in which employers can protect themselves and help ensure that they do not find themselves embroiled in a public relations nightmare or a protracted legal battle because of an employee's blogging activity.

The first step is to know the basic, applicable law. In the case of a disgruntled employee disciplined for blogging, the federal and state statutes prohibiting discrimination and harassment based on race, religion, sex, national origin, disability, and age, among other categories, will typically govern. When disciplining an employee for blogging activity, employers should know that these legal protections are available and evaluate the likelihood that one or more of them may be invoked.

Other legal protections abound. Years ago, as insurance costs began to rise, many companies attempted to prohibit employees from unhealthy lifestyle choices, such as smoking. To combat these measures by employers, many states enacted laws protecting employees from discrimination based on lawful activities they may participate in outside of the workplace, whether these entail smoking, drinking or, presumably, blogging. Moreover, depending on the topic of the blog, e.g., should it draw attention to an unethical business practices, employees may have added protection under federal and state whistleblower or free speech statutes. Or, if a blog is intended to encourage union membership, it may garner protection of the National Labor Relations Act.

Having a basic understanding of employment laws can go a long way in helping employers to recognize issues that may lead to conflict or litigation. Of course, every issue

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## BLOGGING

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requires an individual, flexible approach. If you think that the disciplinary action you have planned for a blogger (or any other employee, for that matter) might run afoul of the law, you should seek advice of legal counsel.

### The right approach to blogging requires proper planning

Blogging is not all bad. Some employers, including Disney, Google, Sun, and even our labor and employment department at Neal, Gerber & Eisenberg, have utilized blogging as a strategic communication and business tool. Properly managed blogs provide great outlets for employees and clients to discuss products and practices. The advantages can be numerous, including increased productivity, a more interactive and engaged working environment, and an technologically-advanced, cost-effective way to reach out to the company's current and potential customers.

Amanda Geiger never saw the drunk driver.

Friends Don't Let Friends Drive Drunk.



At the same time, for some employers the potential pitfalls of blogging can outweigh the advantages of having a company-sponsored blog. Employers should evaluate their own structures, goals, and capabilities with an eye toward developing an approach to blogging that fits their individual needs.

Whatever a company's approach to blogging, a good blogging policy is a must. Such a policy lends credibility and support to a decision to discipline a blogger. It is therefore not surprising that a number of companies, Cisco and Sun among them, recently amended their blogging policies to include more stringent guidelines. The Cisco case was motivated by the transgression of an employee that landed the company in a lawsuit. Sun chose to update and add additional protections to what was previously a very liberal policy with few protections for the employer.

The best approach, of course, is to have the right policy from the start. Whether maintained as part of a general technology use policy or as a separate policy, a blogging policy should include:

- Disclaimer of organizational responsibility. Require your employees to state on their blogs that any opinions they express about work-related matters or even if they just choose to identify themselves as your employees, they must include a prominent disclaimer of organizational responsibility, i.e., a statement that all views and opinions are their own and not attributable to the company.
- Links. Admonish your employees not to provide links to the company's internal or external websites without express permission from the company.
- Confidential or sensitive material/information. Inform employees of the potential civil and criminal penalties for posting confidential, trade secret, copyrighted or other sensitive or protected information.
- Respectfulness. Inform employees that they may not use blogs to attack or insult the company, its

products, any of its employees, competitors, or competitors' products.

- Photographs. Consider prohibiting your employees from posting photographs taken on company premises or at company events, without express permission from the company.
- Company time. Remind your employees that your technology is designed for business, not for personal uses.
- Blog Editing. If you have a company-sponsored blog, inform employees that only individuals designated by the employer can prepare, edit or delete blog entries. Consider making your department heads responsible for ensuring that blogs conform to all applicable company rules and regulations.
- Your expectations and rights. Reference your Employee Handbook or general policies, and require employees to abide by your general rules while blogging. State that you reserve the right to take disciplinary action against individuals who violate your blogging and general policies and guidelines.

Having a good policy is just the beginning. Even the best policy means nothing unless it is consistently and effectively enforced. To assure compliance, you should inform your new hires of the policy during orientation and require them to sign an acknowledgment form confirming their receipt and agreement to abide by the policy. You should also train your managers to ensure that they are well aware of what is and what is not permitted and what disciplinary actions are appropriate. Periodic retraining sessions can help ensure continued compliance.

Employers can no longer afford to ignore blogging. Blogging and its implications in the modern workplace are inevitable and can be far-reaching in ways both good and bad. A basic knowledge of applicable law and several smart internal steps can help companies to deal with blogging and, perhaps, even embrace it as an innovative, effective business tool. ■



# 2009 IMA Holiday Report



www.ima-net.org

The 2009 IMA Holiday Report was compiled with assistance from RSM McGladrey.

**RSM McGladrey**

**Illinois Manufacturers' Association**

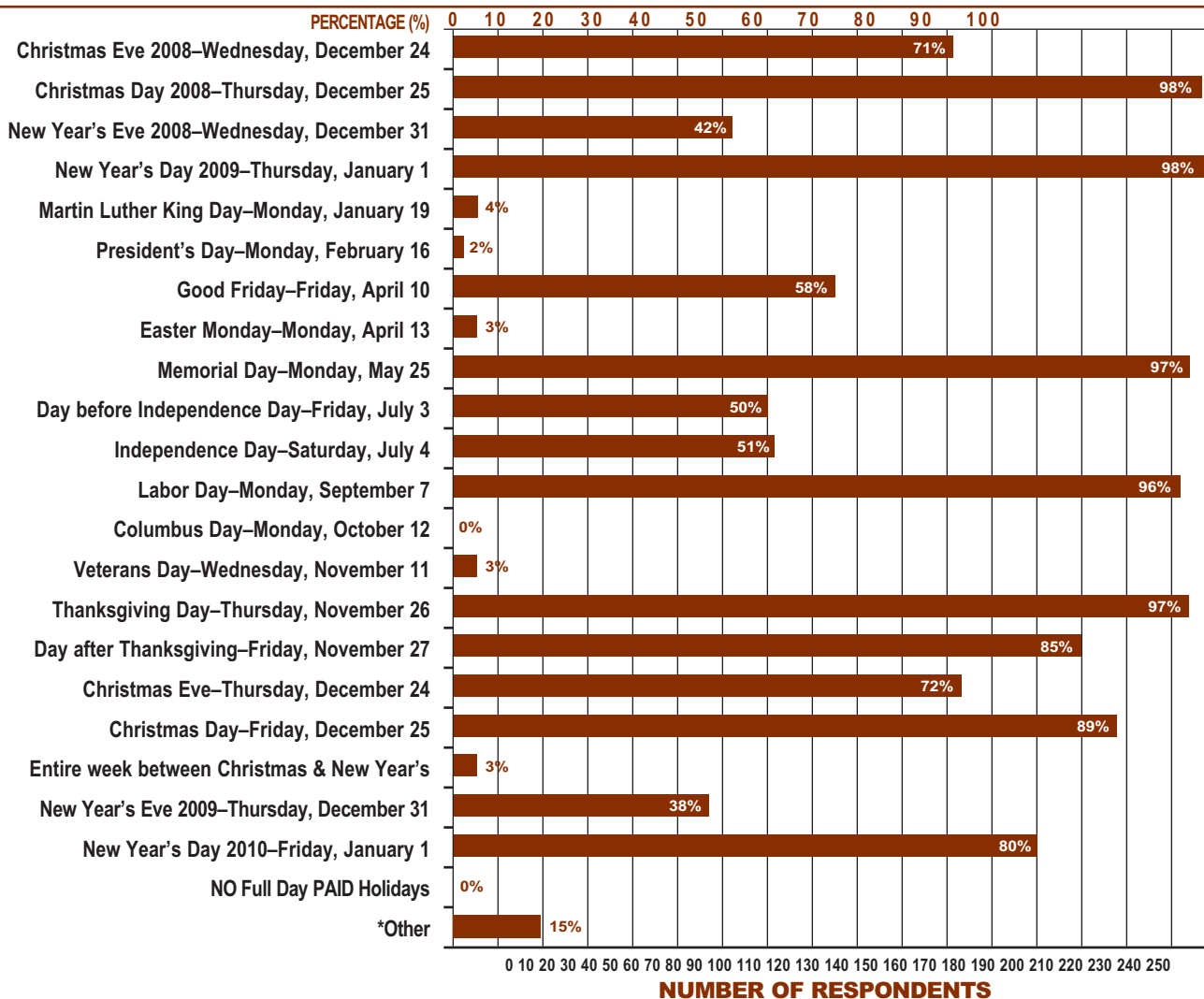
The IMA's Annual Holiday Report highlights employers' plans on select holidays throughout the year. This year's survey was conducted in April 2008 and applied to the 2009 calendar year. Four questions were asked ranging from total number of paid days off to a breakdown of full or half day paid holidays, and on which days the member company is actually closed throughout the year. 250 IMA members responded. These are the results.

The majority of respondents provide at least 10 full day paid holidays per year, including New Year's Day, Good Friday, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and the day after Thanksgiving,

## How many paid holidays do you provide your employees (not including personal days)?

6 or fewer days	15	6%
7 days	18	7%
8 days	42	17%
9 days	47	19%
10 days	81	32%
11 days	35	14%
12 or more days	12	5%
<b>Total</b>	<b>250</b>	<b>100%</b>

## FULL DAY PAID HOLIDAYS



\*Of the 15 percent, 72 percent grant 1-3 floating holidays of the employee's choice, 23 percent grant 1-3 floating holidays of the employer's choice.

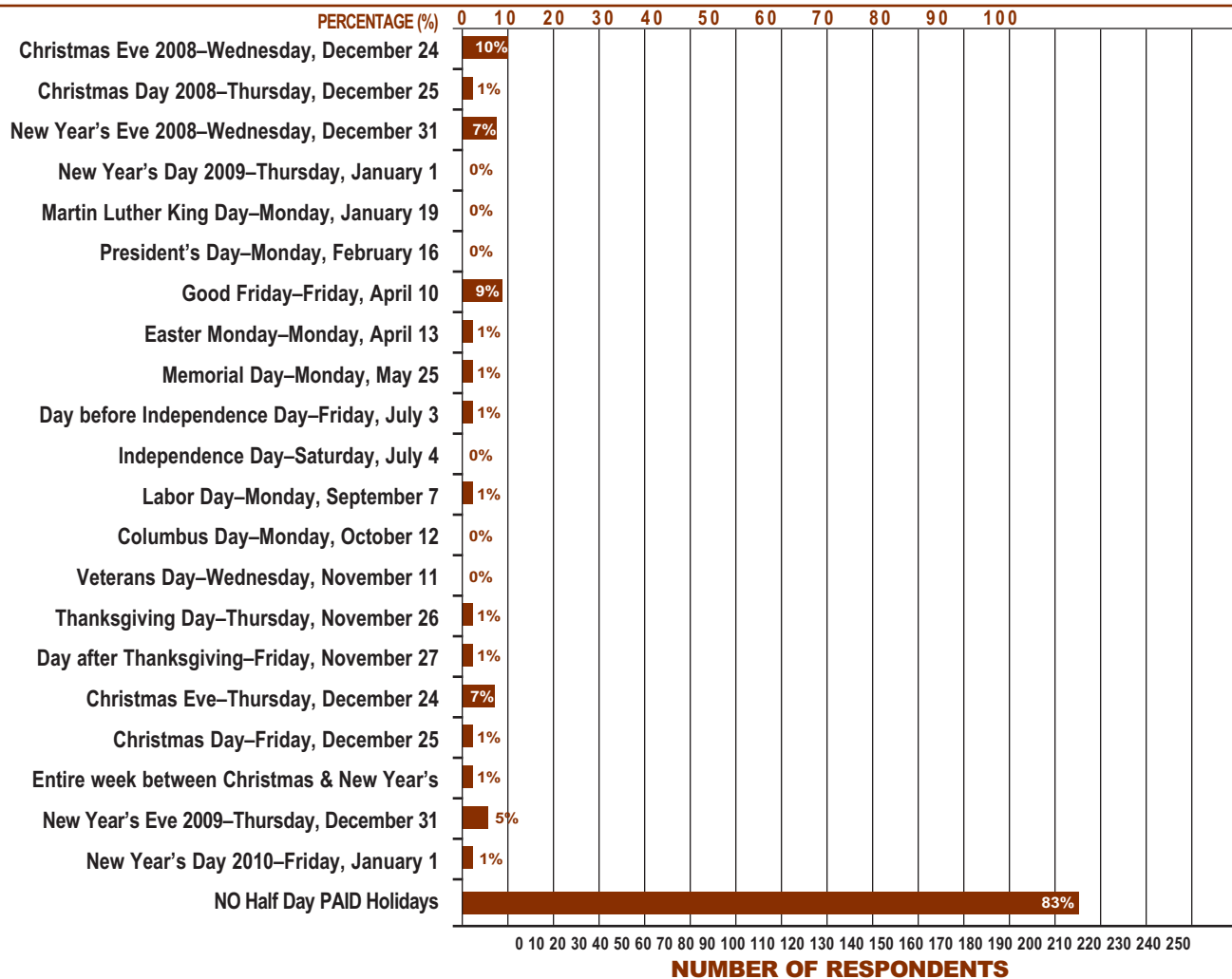
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## HALF DAY PAID HOLIDAYS



Historically many manufacturing plants continue to operate with skeleton crews or reduced shifts on paid holidays. However, this does not always represent the majority. The percentage of respondents who actually close down operations completely on certain holidays is shown at right:

Less than two percent of respondents close down on non-traditional holidays such as Martin Luther King Jr. Day, Presidents' Day and Veterans Day. Only six percent (6%) of respondents actually shut down operations between Christmas and New Year's.

New Year's Day	92%
Good Friday	53%
Memorial Day	88%
Independence Day	62%
Labor Day	89%
Thanksgiving Day	93%
Day After Thanksgiving	81%
Christmas Eve	69%
Christmas Day	89%

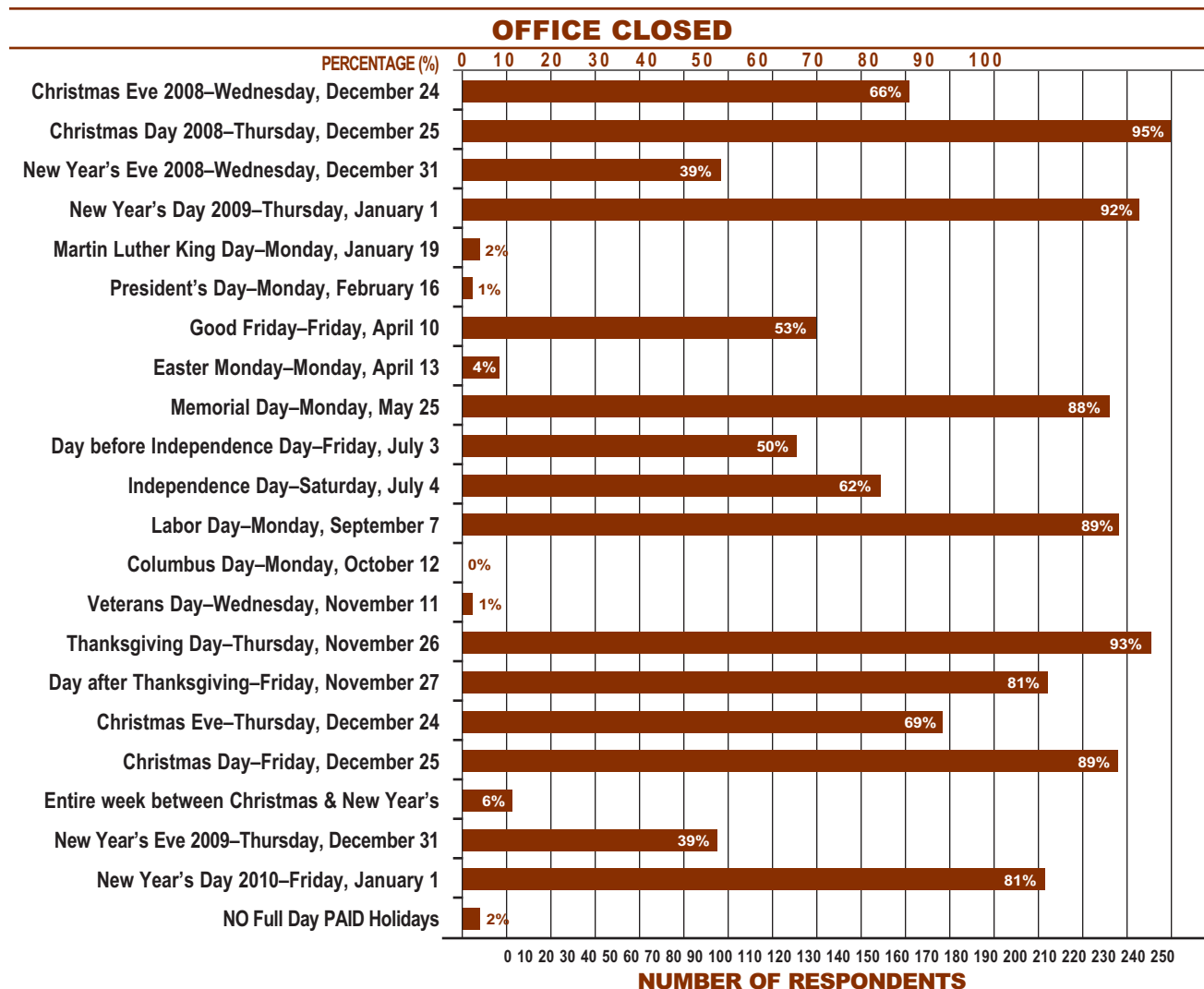
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Thanks to all those who responded for making this report possible. If you have any feedback regarding additional information you might like to see in next year's report, or have questions, please contact Janie Stanley, Revenue Administrator, at 800-875-4462 x3020 or email [jstanley@ima-net.org](mailto:jstanley@ima-net.org).

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## Order the IMA's 2008-2009 Compensation and Benefits Reports today!

Conducted with the assistance of RSM McGladrey, the IMA's 2008-2009 Benefits Report contains data on employers' plans for a variety of different benefit plans in addition to holiday information. The IMA's 2008-2009 Compensation Report contains actual wage rates for 186 job descriptions related to manufacturing.

Order your full copies of the IMA's 2008-2009 Benefits Report and/or the IMA's 2008 Compensation Report online at [https://www.ima-net.org/ben\\_report\\_order.cfm](https://www.ima-net.org/ben_report_order.cfm). Questions? Contact Janie Stanley at 800-875-4462 ext. 3020 or email [jstanley@ima-net.org](mailto:jstanley@ima-net.org).

## New IMA members

### ASPECT SOFTWARE

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### NUDO PRODUCTS

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Melrose Park

## IMA & MIT 2008 Calendar of events

### October 6

#### IMA-MIT EVENT: Failure Mode and Effects Analysis (FMEA) — Decatur Conference Center & Hotel, US Highway 36, Decatur

Learn to maximize the benefits of performing FMEA activities, eliminate or minimize effects of potential failures, gain ideas for other applications and learn about risk evaluation and management.

### October 7

#### IMA-MIT EVENT: Failure Mode and Effects Analysis (FMEA) — DePaul University, 150 W. Warrenville Rd., Naperville

See previous course description.

### October 13

#### IMA-MIT Event: Problem Solving - 8D Decatur Conference Center & Hotel, US Highway 36, Decatur

Designed to demonstrate effective problem solving methods, this workshop will focus on root cause analysis, cause and effect diagrams, five "Why" techniques, team oriented problem solving and containment measures.

### October 14

#### IMA-MIT Event: Problem Solving - 8D DePaul University, 150 W. Warrenville Rd., Naperville

See previous course description.

### October 17

#### IMA-MIT Event - Advanced Business Writing — DePaul University's O'Hare Campus, 3166 River Rd., Des Plaines

In today's demanding business environment, the difference between success and failure is COMMUNICATION. The ability to construct an easily understood message and

to communicate it effectively to an audience is critical. Advanced Business Writing will substantially improve your ability to create effective, winning business correspondence. If you've ever heard that your writing is ineffective, this one day seminar is designed for you.

### October 27

#### IMA-MIT Event: Mistake Proofing — Decatur Conference Center & Hotel, US Highway 36, Decatur

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 and red flag conditions, and review practical examples.

### October 28

#### IMA-MIT Event: Mistake Proofing — DePaul University, 150 W. Warrenville Rd., Naperville

See previous course description.

### October 31

#### IMA-MIT Event: Consultative Sales Skills for Sales Professionals — DePaul University's O'Hare Campus, 3166 River Rd., Des Plaines

The challenging world of sales professionals is constantly changing to address the changing demands of the customer. The technology of emails, voice mails, text messages and conference calls are eroding the power of a good old face-to-face conversation. In order to build business success, the sales professional must view the customer as a "potential partner", and, as we know, successful partnerships are built upon ongoing relationships that need to be nurtured, cultivated and developed. This one-day

seminar will provide sales professionals with the skill set to maximize consultative sales relationships.

### November 3

#### IMA-MIT Event - Kanban/Pull System/Inventory Reduction — Decatur Conference Center & Hotel, US Highway 36, Decatur

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

### November 4

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

See previous course description.

### November 7

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

Learn to create and articulate a clear and concise message, respond to questions effectively. Let us provide you with the skills and tools needed to deliver a winning presentation. Due to video taping each participant, registration is limited to twelve — so register early to ensure availability.

Visit <http://www.ima-net.org/calendar.cfm> or <http://www.ima-net.org/MIT/open.cfm> for more information, pricing, etc., and a more complete listing of IMA and IMA-MIT offerings. Questions? Contact Judy Parker at 800-875-4462, email: [jparker@ima-net.org](mailto:jparker@ima-net.org)

**The Illinois Manufacturer is underwritten by Constellation NewEnergy**



<p>20</p> <p><input type="checkbox"/> Do disaster plan</p> <p><input checked="" type="checkbox"/> Meeting with Joe</p> <p><input checked="" type="checkbox"/> Conference call</p>	<p>21</p> <p><input type="checkbox"/> Do disaster plan</p> <p><input checked="" type="checkbox"/> Lunch with Dave</p>	<p>22</p> <p><input type="checkbox"/> Do disaster plan</p> <p><input checked="" type="checkbox"/> File invoices</p> <p><input checked="" type="checkbox"/> Cold calls</p> <p><input checked="" type="checkbox"/> Sales meeting</p>	<p>23</p> <p><input type="checkbox"/> Do disaster plan</p> <p><input checked="" type="checkbox"/> New biz mtg</p>	<p>24</p> <p><input type="checkbox"/> Do disaster plan</p> <p><input checked="" type="checkbox"/> Cut checks</p>
<p>27</p> <p><input type="checkbox"/> Do disaster plan</p> <p><input checked="" type="checkbox"/> Staff meeting</p> <p><input checked="" type="checkbox"/> Prep taxes</p> <p><input checked="" type="checkbox"/> Review billing</p>	<p>28</p> <p><input type="checkbox"/> Do disaster plan</p> <p><input checked="" type="checkbox"/> Presentation prep</p> <p><input checked="" type="checkbox"/> Annual reviews</p>	<p>29</p> <p><input type="checkbox"/> Do disaster plan</p> <p><input checked="" type="checkbox"/> Review RFP</p>	<p>30</p> <p><input type="checkbox"/> Do disaster plan</p> <p><input checked="" type="checkbox"/> Supplier mtg</p> <p><input checked="" type="checkbox"/> Conference call</p>	<p>31</p> <p><input type="checkbox"/> Do disaster plan</p> <p><input checked="" type="checkbox"/> Close billing month</p>
<p>03</p> <p><input type="checkbox"/> Do disaster plan</p> <p><input checked="" type="checkbox"/> Interview prospect</p> <p><input checked="" type="checkbox"/> Draft proposal</p>	<p>04</p> 	<p>05</p> <p>Now what.</p>		

Whether natural or man-made, at least one in four businesses affected by a disaster never reopen. Though emergencies are unpredictable, when you have a plan in place you can adapt, recover and stay in control.

*It's never too late to protect your business until it is.*

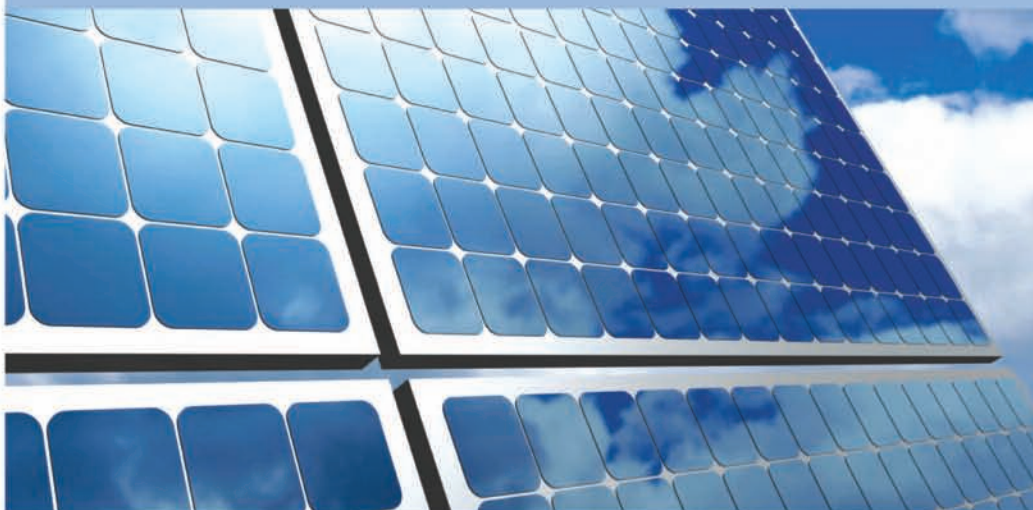
*Make a plan.*

READY.GOV





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and as powerful as the wind.



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- ▲ North America's third-largest natural gas supplier
- ▲ A leader in developing sustainable energy solutions
- ▲ A global leader in physical energy commodities
- ▲ A leader in the renaissance of nuclear power
- ▲ The force behind a nationwide fleet of diversified generating units



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