

THE ILLINOIS MANUFACTURER

SECOND QUARTER 2019



THE FIERCE FORCE OF WOMEN IN MANUFACTURING:
LADONNA ADAMS AND JESSICA ASHLEY GARMON



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Illinois Manufacturers' Association

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MISSION STATEMENT

The Illinois Manufacturers' Association is the only statewide association dedicated exclusively to advocating, promoting and strengthening the manufacturing sector in Illinois. The IMA is the oldest and largest state manufacturing trade association in the United States, representing nearly 4,000 companies and facilities.

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Share Your Company News with the IMA . . .

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VISION 2022 - A PATH FORWARD

MARK DENZLER, PRESIDENT & CEO



It's an exciting time to be a member of the Illinois Manufacturers' Association with a host of new programs and opportunities available to our state's manufacturing sector.

The IMA's Board of Directors adopted a new strategy and growth plan for the next four years called Vision 2022 that will help guide our Association moving forward. Developed over many months through conversations with our member companies, staff, and surveys of other organizations around the nation, this new plan will help chart our course for continued growth in the future.

We asked what you wanted and you responded!

While the IMA is a strong and proven advocate at the State Capitol, we discovered that companies value the opportunity to network and learn from each other. We just hosted a smashing successful and sold-out STEP Forward: Illinois program with our partners at the Manufacturing Institute. More than 125 women leaders in manufacturing joined together for a half-day program to build networks, drive collective thinking about manufacturing career opportunities, increase awareness of manufacturing careers within younger generations, and help bridge the skills gap. This was a fantastic start for the IMA's new Women in Illinois Manufacturing Council!

We're also rebranding and reinvigorating our council for young leaders that will now be known as Next Wave. This program for the next generation of manufacturing leadership will foster friendships and build networks, encourage collaboration, and strengthen Illinois' manufacturing community.

THE IMA WILL REMAIN TRUE TO ITS ROOTS AND WILL CONTINUE TO VOCIFEROUSLY ADVOCATE FOR ILLINOIS MANUFACTURERS IN THE STATE CAPITOL.


Education and workforce development remain top priorities for the Illinois Manufacturers' Association and our nationally-recognized Education Foundation. More than 500,000 manufacturing jobs are open across the United States, with tens of thousands in Illinois. We plan to grow Manufacturing Day to more than 200 events annually where factories open their doors to students, parents, teachers, and the public to make them aware of the great opportunities available in manufacturing. The IMA Education Foundation is pursuing a "Grow Your Own STEM Teacher" bill at the State Capitol and will be kicking off a scholarship program for young men and women looking at careers in manufacturing.

The IMA will soon be releasing a brand new economic study about the manufacturing sector in Illinois and its impact on our economy. Manufacturers employ 580,000 women and men on factory floors today and contribute the single largest share of the gross state product. Our new study will break the state into regions and sectors so that the Governor, lawmakers, media, and the public can truly understand that manufacturing is an economic engine that needs to be nurtured and grown.

We're also undertaking a new branding campaign for the IMA after our first 125 years in existence. The IMA needs to reflect today's modern manufacturing and the diversity of its workforce. Our team will be reaching out to IMA member companies in the coming weeks to ask for your thoughts and we appreciate your continued feedback.

The IMA will remain true to its roots and will continue to vociferously advocate for Illinois manufacturers in the State Capitol. Recently, we have become more engaged in issues at both the federal and local levels of government because of its impact on your companies. For the first time in September, the IMA will be hosting a Washington D.C. fly-in so that our members can interact with their members of Congress and engage in federal issues. If you're interested in attending this two-day event, please let me know.

Illinois has wonderful attributes while facing very strong challenges. However, I'm convinced that our Association is well-positioned to be a leader in providing solutions and making our state stronger for future generations. ♦

A large yellow industrial robotic arm is the central focus, positioned in a factory environment. The arm is extended upwards and to the right. In the background, other industrial structures and equipment are visible, though slightly out of focus. The overall scene is bathed in a blue light, creating a high-tech, industrial atmosphere. The background also features a subtle geometric pattern of overlapping triangles.

THE SKILLS GAP IS GROWING.

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WOMEN IN MANUFACTURING: A Q&A WITH INDUSTRY LEADERS

Linda McGill Boasmond, Megan Parsons, and Marsha Serlin are three women who exemplify leadership in manufacturing. The IMA had the privilege to interview each of these incredibly hard-working and driven women to learn more about what it's like to be a woman in the manufacturing world, and how other leaders in manufacturing can follow in their footsteps to create a more inclusive workplace for women.



Linda McGill Boasmond is owner and President of Chicago-based Cedar Concepts Corporation. CCC processes raw materials for use in a wide variety of personal-care, household, industrial, and agricultural products marketed under many brand names familiar to both consumers and businesses. She runs the country's first and only African American, woman-owned chemical manufacturing plant, and is also Vice Chair of the IMA Board of Directors.



Megan Parsons is Vice President, Human Resources at The Libman Company in Arcola, Illinois. The Libman Company has been operating in Illinois for over 120 years, and is the leading manufacturer of high-quality brooms, mops and brushes in the United States. Megan brings over 15 years of HR experience to her role at Libman.



Marsha Serlin is the Founder and CEO of United Scrap Metal. United Scrap Metal has over 4,000 customers from coast to coast. United Scrap Metal employs more than 400 people with facilities that cover over 125 acres in Chicago, IL, Philadelphia, PA, Richmond, VA, Charlotte, NC, St. Louis, MO, and Indianapolis, IN. A pioneer in recycling, Marsha Serlin has helped to define the industry by identifying value in materials that others throw away. Marsha is a member of the IMA Board of Directors

How can the manufacturing sector draw more women into the workforce?

Linda: It is crucial to expose girls and young women to STEM (science, technology, engineering and math) education and programs at an early age, so they can become more familiar and confident in their critical thinking and problem-solving skills. By providing opportunities to demonstrate these skills in their STEM-friendly home and classroom, women will be less intimidated to pursue

a career in a male-dominated field.

Megan: Let me start by saying we have come a long way in the industry already. At The Libman Company, we currently have a 40 percent female workforce, with many in positions previously dominated by males in the workforce (leadership, forklift drivers, machine operators). By showcasing our jobs to high school and college students, and touring them in our facilities, we are able to demonstrate the jobs and our workforce to the next generation of workers. Engaging this workforce

in high school co-ops, part-time/summer jobs and internships is a great first step. We are also currently working with a child learning center/daycare that will be opening soon to make sure their hours will align with the hours our employees will work. Most importantly, we have shifted the thought process at home and in our school system. Young girls are being told early on that they can be anything they want to be when they grow up, and there are a variety of programs engaging these young, talented girls in more math and

science curriculum, proving all learning is for every gender, and all potential jobs are yours for the taking (with hard work and commitment, of course).

Marsha: The manufacturing sector can create more opportunities for women when we start teaching STEM curriculum in grade school, not waiting for middle and high school to encourage their interest.

What do you have to say to young women who are interested in and pursuing careers in manufacturing now?

Linda: My advice is to not be afraid to reach out to female role models in the manufacturing industry to seek encouragement and learn more about opportunities from these leaders. Also reach out to manufacturing organizations such as the IMA, IMEC and others who will often know of resources they can utilize to help achieve their goals.

Megan: You can be and do anything you want, as long as you are willing to put in the work required to get there – and stay there. Manufacturing is not going away, and continues to evolve as technology evolves. It is a fascinating career with so much opportunity!

Marsha: For any young woman who wants a career in manufacturing, I would tell her it is a career that allows a young woman to be creative, innovative, and environmentally responsible in jobs from sales to engineering. The field is wide open and having an engineering degree with an MBA would be a home run.

Tell us what it's like not only to be a woman in manufacturing, but a leader in manufacturing. How did you get your start in the industry?

Linda: Being a woman in the male-dominated manufacturing world has shown me how to be my own hero. As a leader, my success has depended on how I have learned to react, adjust and proceed with what is put in front of me.

After graduating from Chicago's DePaul University with a degree in Chemistry, I ventured into the manufacturing industry working a number of years at a large-scale corporate manufacturing enterprise. Following this, I joined Cedar Concepts Corporation leadership team in 1998

and became the sole owner five years later.

Megan: I started by applying for, and accepting, an internship with Caterpillar in East Peoria, IL during my senior year of college. I had already met my requirements for an internship, so another one was not necessary. However, it was presented to me by several of my college professors who encouraged me to apply. Ultimately, I was selected and drove 70 miles each way, three times a week, for an unpaid opportunity to work for a great company where I had a long career. I only share these details to encourage people to take an opportunity, as you never know what it can turn into.

As for what it is like to be a woman and a leader in manufacturing, the truth is, I truly feel like part of the team. I can honestly, and fortunately say, I am not treated differently or not accepted. What I have learned is that as long as you prove your value to the greater good, that is what matters. People just want to work with people who will contribute to the team. Gender, race, where you went to school, have nothing to do with that. I have worked in manufacturing my entire career and am fortunate I cannot remember a time where I felt excluded, put down or rejected because of my gender. The Human Resources field is more female dominated, and I understand that. However, I firmly believe the best companies select the right person for the job, and gender has nothing to do with that. When you work for a company like I have the privilege to, they have already set the culture showing people that they hire the right person, and people accept and respect that – it all falls into place from there. However, respect has to be earned daily, and that comes with proving your worth and doing what is right.

Marsha: Being a leader in manufacturing is the same as any other business. Lead by example and create a vehicle whereby the next group of women can learn and benefit from my experience. I saw an opportunity to fulfill a need in a male-dominated industry and I loved being underestimated.

What do you love most about your career? What inspires you most?

Linda: I love that I have fulfilled my dream of a career in science.

I am most inspired that I have the resources to mentor young people in my community through such programs as Girls 4 Science, for which Cedar Concepts was a founding sponsor.

Megan: I love being able to walk into the plant every day, watching our products getting made right here in the USA! The people, the quality product, the machinery and the smell of corn broom and injection molding – smells that others might turn their nose to! Watching something start from scratch, much of it recycled material, to a top-quality product that you are proud to own is super cool! The fact that we make a product that is affordable and in households nationwide and even globally is truly satisfying. We have a great team that makes it all happen from product design to buying raw materials to making the product to selling and marketing it – and I get to work with every single one of them!

My family and friends constantly text me pictures when they are shopping, or showing me our products at use in their home, or letting me know they saw our logo or commercial while watching a big sporting event – it is something everyone can relate to because we all need and use these products.

Marsha: I love to watch our team members thrive in an environment that celebrates women. There is a huge demand and opportunity for women and diversity in the workplace.

What are you looking forward to for the future of your business?

Linda: I'm looking forward to growing the business and contributing more to my community by bringing more job opportunities to the south side of Chicago.

Megan: I enjoy seeing the products evolve, and therefore the technology. The machines we use are amazing to watch, and I never get bored walking into our plant. We are proud of the products we make, and I am proud to tell people I work here.

Marsha: The future of our business is new technology for processing and operations. Utilizing new technology in all of our operations in North America will be the future for United Scrap Metal. ♦

IT'S NOT JUST FOR BOYS ANYMORE...

JIM NELSON



Recently, the IMA, in conjunction with the Manufacturing Institute, the education arm of the National Association of Manufacturers, hosted STEP Forward, a formal development program aimed at recognizing and developing current and future women leaders in science, technology, engineering and production. Led by my colleague and Vice President for Membership Growth and Engagement, Cindy Tomei, the meeting in Schaumburg was a complete sell-out; impressive indeed for a Thursday afternoon.

For me, one of just a handful of men in the room, the event was eye-opening and really drove some deep reflections – some of which I am still going through.

Statistics show the national workforce is now made up of 47 percent women, yet just 29 percent of the manufacturing workforce is female. It should come as no surprise that as a practice, our education system, counselors, and, yes, even parents, have done a rather masterful job at steering women away from manufacturing careers because those are jobs for boys...not young ladies.

As I listened to a panel discussion, I was faced with some harsh realities that, as a man, I had never considered. For instance, one panelist spoke of the “Only” syndrome and how it serves to tamp down initiative.

What is the “Only” syndrome? It’s being the only woman in the engineering department...being the only woman on a business trip...being the only woman in the senior staff meeting...or even in the board room, and what that too often means in terms of undermining self-worth, confidence and opportunities. I have to admit it hit me squarely on the chin as something I had never recognized as a problem or contemplated its impact.

A few years ago, after having been involved in education and workforce issues for more than a decade, it finally dawned on me that, as a society, we’ve had it all wrong for the last 25 years. Because of advancements in technology and automation, there is no job anywhere that I can think of that is off limits to women. Think about that for a moment. There was once a time when a woman would never consider applying for “factory work” and most companies would never consider hiring a woman. But when you think about the incredible role women played during World War II, women who held this country together, producing record output of war materials as well as domestic products while most men volunteered for military service, the reasons why our social norms sent these remarkable women back to the kitchen really seem implausible.

We should be doing much more to introduce young women to manufacturing careers beginning in grade school. If no job is off the table for women, we need to consciously be sure we are adding product creation, research and development, production and front office occupations when we talk about career choices. For instance, does your Manufacturing Day planning contemplate how to effectively communicate with girls about opportunities at your company?

Recruiting women isn’t really all that revolutionary. Many manufacturers recognize the value add that women bring to the workplace like increased attention to detail and providing a keen eye during product development. Studies show employers who succeed know that the work environment must be seen as one that is both fun and challenging as opposed to one where age-old biases of measuring success underscores the “old-boys club” mentality. Women respond more favorably to companies that have clear pathways that nurture and encourage women to reach for higher levels of responsibility and set goals based on performance and quality. Women want to work where they feel their contributions are noticed and appreciated, and they want to be assured that compensation is based on performance and not gender.

While most employers have made significant strides in improving opportunities for women, there is still a long way to go before anyone can rightfully claim that women have at last found equality in the workforce. Companies that brag they value women in leadership but can’t point to more than one woman in a management role are likely to discover that potential applicants simply won’t buy it.

Whether the issue is pay, or benefits, or conditions of employment, or opportunities for recognition and advancement, until we eliminate the “Only-ness” of women in manufacturing, we will be missing the opportunity that continues to elude us...the opportunity to mitigate the talent shortage by having women in positions of authority actively seeking and welcoming more women to join the ranks of manufacturing employees. ♦

Jim Nelson is Vice President of Education & Workforce Policy and Executive Director of the IMA Education Foundation.
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ILLINOIS CONTINUES TO RAMP UP GOALS TO REDUCE CARBON FOOTPRINT

CONSTELLATION

Many states are taking the initiative to address climate challenges by reducing their carbon footprint. Nineteen U.S. governors, including Illinois Governor J.B. Pritzker, have joined the United States Climate Alliance, a bipartisan coalition to reduce greenhouse gas emissions consistent with the goals of the Paris Agreement. That includes support for carbon-free energy sources such as nuclear, solar and wind to reduce total carbon emissions.

In early January, Governor Pritzker signed an executive order joining the U.S. Climate Alliance, which is an important step in Illinois meeting the goals of the Paris Agreement. However, to accomplish this goal, the state will need to create a 26-28 percent reduction in greenhouse gas emissions by 2025 from 2005 levels – Illinois is currently at about 16 percent since 2005.

How Can You Reduce Greenhouse Gas Emissions?

Suppliers often provide solutions like renewable energy certificates (RECs) as a way of allowing customers to purchase energy from renewable sources. RECs are issued when one megawatt-hour (MWh) of electricity is generated and delivered to the electricity grid from a renewable energy resource. Illinois customers can obtain RECs from renewable resources located within the regional electricity grid as well through more advanced methods of incorporating renewable resources into their retail power purchasing agreements if that meets their sustainability needs.

While the Future of Energy Jobs Act (FEJA) passed in 2016 does ensure that 25 percent of Illinois' energy is generated by renewables, more commitment to replacing traditional energy sources with renewable energy is needed to meet the goals of the Paris Agreement. Another solution that will help meet this goal is solar energy. Many companies are also increasing their commitment to sustainability and specifically sourcing energy from renewable sources like solar to meet these commitments. FEJA also specifically outlines the procurement of community solar and distributed solar as a way to meet the state's goals.

What Does This Mean for Customers?

The focus on meeting renewable energy goals in the state means that suppliers like Constellation, are offering more energy solutions that contribute to the state's clean energy goals. This is important, because currently, commercial and industrial businesses, and residential homes account for more than 30 percent of greenhouse gas emissions.

For example, as a part of your electric supply, Constellation offers RECs as a way to match a percentage of your load with supply from a renewable source as well as Renewable Identification Numbers (RINs) for your natural gas supply. We also have a variety of renewable energy and other carbon-free solutions that commercial and industrial businesses can choose from to help power their businesses. These solutions offer our

customers with the opportunity to more proactively limit their carbon footprints.

To learn more about how the legislation might impact your energy bill or discuss available carbon-free and renewable energy options, contact **Rich Cialabrini** at richard.cialabrini@constellation.com or (888) 312-1563 or visit constellation.com/IMA to learn more about Constellation's energy program with the Illinois Manufacturer's Association.

You can also subscribe to regular communications from Constellation at www.constellation.com/subscribe. Our team of energy experts continues to closely monitor new developments in energy markets and energy policy and share those insights with you, so you can make informed decisions about your energy usage. ♦



HOW TO RE-FRAME YOUR MARKETING TO RECRUIT TOP TALENT

SIMPLE MACHINES MARKETING

It's no secret that manufacturers in Illinois have a talent problem.

Finding new ways to attract and retain workers has been a leading concern for the state's manufacturing industry for years. While companies have generally taken steps to increase compensation and benefits to fill open positions, resistance to manufacturing careers persists — which presents an existential threat as an ever-growing number of baby boomers retire.

According to a new report by the University of Illinois at Chicago — which surveyed 363 family-owned manufacturing companies in Chicago's six collar counties

ing top talent means understanding your ideal candidate well beyond "someone who can do XYZ." By painting a multi-dimensional picture of your candidate personas — complete with goals, challenges, watering holes and a backstory — you can focus your recruitment efforts and better communicate with them on the channels they use.

If you don't have this type of research, start by interviewing a handful of your best employees in the job you're hiring for or a similar position. You're looking for insights about their career history, how they conducted their job search, what led them to choose your company, and what feedback

Similarly, I'm unlikely to reach many women candidates. According to the Bureau of Labor Statistics, women made up 47 percent of the U.S. labor force in 2016 but accounted for only 29 percent of the manufacturing workforce.

As you create your candidate personas, consider how you can reach and speak to populations that are underrepresented in the industry.

For example, many manufacturers have plenty to showcase in terms of cutting-edge technology, automation, and AI. Highlighting these aspects in your recruitment messaging can help you appeal to millennials

YOU KNOW THAT CULTURE IS IMPORTANT — ESPECIALLY FOR MILLENNIALS. BEYOND INCORPORATING YOUR COMPANY'S VOICE AND VALUES INTO THE CAREER-RELATED MESSAGING, MAKE IT EASY FOR CANDIDATES TO SEE WHAT IT'S LIKE WORKING FOR YOU THROUGH OTHER TYPES OF MEDIA, LIKE PHOTOGRAPHY OR VIDEO.

— approximately three-quarters had owners over 55, and half had no succession plan. Almost 62 percent had yet to even choose a successor.

As a marketing agency with a focus on working with manufacturers, this isn't just theoretical — we've seen our clients struggle to fill positions from the warehouse floor to upper management.

By using the right marketing tactics and applying them to recruiting efforts, manufacturers can give themselves an edge when it comes to attracting talent.

As with any sound marketing strategy, it starts with understanding your audience.

Use Research to Create Candidate Personas

Think about your top unfilled positions and who you need to hire. Beyond the skills or experience needed, what are their perceptions about the work they do? What are their career goals and challenges? Where do they get information? Who are the trusted sources?

Just as effective marketing relies on a clear understanding of the target market, attract-

ing top talent means understanding your ideal candidate well beyond "someone who can do XYZ." By painting a multi-dimensional picture of your candidate personas — complete with goals, challenges, watering holes and a backstory — you can focus your recruitment efforts and better communicate with them on the channels they use.

Take an Inclusive Approach to Recruiting

In creating your personas, it can be tempting to model your demographics on your current employees, but this can severely limit your potential talent pool.

Let's say my top employees are currently all men between the ages 45 and 60 and I develop recruiting messaging and channels that speak primarily to this group. I'm already starting at a big disadvantage compared to companies that appeal to more diverse groups.

For starters, I'm going to have a tough time attracting millennials — of which, according to research by ThomasNet, 45 percent consider manufacturing a "dirty, blue-collar industry."

Given that millennials are now the largest group of U.S. workers, ignoring this problem is simply not an option.

— a group known to prefer innovative, forward-thinking environments.

Have a female ambassador who's willing to lead your recruiting efforts? Research shows you'll be better positioned to attract women candidates if you do.

Promoting on-the-job training is another smart way to appeal to a more inclusive audience of job-seekers. Just Ice, a woman-owned manufacturer of craft ice, has seen success in hiring younger and diverse talent by doing just that.

"Part of attracting younger talent is making sure that when people leave your organization, they've gained knowledge as well as experience," said Rosanna Lloyd, President of Just Ice. "Providing workplace education and certifications is a great way to make sure employees are more employable when they choose to move on. Plus, the more our staff learns, the better we all get at our jobs!"

Create Stand-Out Recruitment Messaging

With your candidate personas in place, it's time to define your message.

While you know why your company is the best place to work, how do you communicate that in a concise and elegant way? And how will that message break through and differentiate you from the other companies vying for the same talent?

These are the questions you need to answer first before you start worrying about where to post your job or what budget you'll need.

If you've done some hiring in the past, you most likely have a careers page and job information on sites like LinkedIn and Glassdoor. Review your messaging and make updates as needed to ensure your information is accurate and you're offering a compelling reason to apply.

If this is the first time your company is making a recruitment push, you might be starting from scratch. In either case, consider the following questions:

- Is there a clear and concise description of what your company does?
- Have you communicated the company's values and culture?
- Have you defined what makes you different from other companies in your space?
- Are the salary, benefits, and opportunities for advancement made clear?

Remember: your message needs to quickly grab a candidate's attention and interest for them to keep reading and ultimately apply.

You're asking candidates to take the time to further research your company, update their resume, write a cover letter, and go through the application process — no small task. But, if you've created a compelling message that resonates with them, they'll be excited to do it.

Showcase Your Culture Through Multimedia Content and Events

You know that culture is important — especially for millennials. Beyond incorporating your company's voice and values into the career-related messaging, make it easy for candidates to see what it's like working for you through other types of media, like photography and video.

If you have employees comfortable in front of a camera, prepare a quick interview and have them talk about why they like working there. Use photography to capture the personality of the team beyond corporate headshots. Incorporate the best of these pieces into your careers section along with LinkedIn, Glassdoor, and other social media platforms.

Another excellent way to give candidates an idea of your culture: invite them to the office.

By hosting a career open house, job seekers can meet their potential coworkers, ask questions of leadership, and apply on the spot. Depending on your location, consider offering Lyft or Uber credits to make transportation easier.

Incorporating more media and events to showcase your company culture will go a long way in differentiating you from other employers out there.

Make Sure Your Posts Are Actually Being Seen

Once you've written a compelling job post and included content that shows off your culture, make sure job seekers can actually find your posts.

Most job sites show listings in chronological order. So, if a potential employee is searching for jobs and you haven't posted in over 30 days, they probably won't see your post.

To ensure you're staying visible, set a reminder to repost your jobs every 30 days to stay at the top of results.

Take Advantage of Social Media Advertising

There's a good chance your best candidates aren't actively searching for a new job. Just because they're employed doesn't mean they're unreachable. To create interest

from a passive candidate, consider advertising with social media.

Let's say you need to hire someone in the Chicagoland area with mid-level project management experience. Based on your research, you find that your target candidates are using LinkedIn even if they're not searching for jobs.

With LinkedIn advertising, you can target users who meet these requirements. Beyond simply advertising the position, you can use the tactics mentioned above to generate interest and "warm up" your audience. For example, you could promote a "What it's like to work here" video or advertise an upcoming open house.

Successful marketing requires ongoing optimization, and the same applies to recruiting. As you test channels, use your analytics to look at engagement, get feedback, tweak your messaging and channels, and split test different content. The more you test and reevaluate, the better your results will be over time.

By taking the time to fully understand potential candidates, appeal to a diverse pool, carefully craft career messaging, and find unique ways to showcase company culture, manufacturers have a big opportunity to attract the top talent needed to succeed. ♦

Environment, Community & Business

Cedar Concepts is a full service chemical manufacturing company offering a wide range of surfactants and formulated blends for use in beauty, personal care, household and industrial products.

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THE POWER OF A FIRST IMPRESSION

CINDY TOMEI



In 2004, I was doing some business networking for my employer at the time, an academic institution. My connections led me to Colleen Ruddy, then president of Valley Industrial Association (VIA) in Aurora, IL.

We had a delightful lunch discussing how we could work together and we shared information about community initiatives we supported in our spare time.

Little did I know that singular encounter would introduce me to the world of manufacturing and eventually lead to my current role at the Illinois Manufacturers' Association (IMA). In 2006, I reached out to Colleen with a fundraising request for a non-profit organization I volunteered for. She made a generous donation and she personally hunted me down. She had a position to fill at the VIA and thought I might fit the bill.

Early on at the VIA, I was introduced to the IMA. The two organizations had a strong working relationship, so I learned about and admired the work of the IMA on a regular basis. My initial introduction to the IMA formed a lasting impression of a quality organization that put the best interest of Illinois manufacturers first. Its staff was always first rate and a joy to work with. Little did I know one day I'd be working with those same people.

Late 2016, I received a direct phone call from Greg Baise, then CEO of the IMA. When I first met Greg years before, my first impression was if he was calling, you better answer. That call eventually led to me joining the IMA team in early 2017. My career at the VIA was exceptionally rewarding and I had the privilege of working with so many inspiring leaders and team members. I will always be thankful to Colleen and the list she put me on way back when.

The IMA's reputation is built on a rich foundation of advocacy on behalf of Illinois manufacturers. For more than 125 years, the IMA has championed legislation and initiatives designed to advance a strong manufacturing economy in the state. However, 2019 provides an opportunity for the IMA to expand upon its initial first impression. This past January, Mark Denzler assumed the CEO role, with a vision to preserve the legacy of the IMA while elevating the impact of the IMA for the next 125 years.

It's a fresh opportunity for a new first impression.

With a new year and a new vision, comes broader opportunities to make an impact. Working with our Business Development Managers, Barb DiMonte and Randy Prince, it's our collective goal to always put our best foot forward and make a lasting impression to the companies we interact with daily; whether it's introducing them to the IMA for the first time or providing a vital resource needed to address their challenges.

Partnering with our new Program Director Terri Graham provides the opportunity to refresh the impression IMA programming currently makes. Expect to see more in-depth programming on topics vital to a manufacturer; more opportunities statewide to connect with peers and high caliber content being presented by fellow members and our partners.

Finally, I have recently been given the opportunity to serve as a corporate officer of the IMA in the role of Board Secretary. It is an honor to serve in this capacity and I look forward to making a positive impact in this role. I am grateful for the confidence Mark Denzler has placed in my abilities and I'm equally as grateful to my colleague Mark Frech for making the transition into this role an easy one.

The future of manufacturing guarantees a dynamic environment ripe for innovation. The advances in technology will allow companies to excel at a much faster rate, by quantum leaps as opposed to small jumps. This will provide an exciting time for anyone involved in manufacturing. The IMA's role will be even more critical as manufacturers evolve. Manufacturers will look to the IMA to provide the resources needed for companies to succeed in such a fast-paced environment; to ensure the future workforce is ready and able to contribute to manufacturing's evolution. Going forward, manufacturers will continue to look to the IMA to ensure their voice is heard as proposed legislation impacts their businesses.

The IMA is launching the Women in Illinois Manufacturing Council. This statewide initiative is designed to provide women the opportunity to network with peers, learn career best practices and further enhance their own professional development. It is the goal of the Council to give women in manufacturing the tools and relationships they need in order to always make a strong first impression. Women bring essential skills to a manufacturing environment, especially now. As the pace quickens for every business, women bring a number of valued attributes to the workplace. Companies welcome diversity in thought, strong problem-solving skills and an inclusive workforce. Women bring all this and more.

The IMA will continue to work closely with manufacturers throughout the state to ensure they have the resources they need as they strive to make a good first impression on the up and coming workforce. ♦

Cindy Tomei

NEW ILLINOIS WAGE ACT EXPECTED TO RESULT IN SIGNIFICANT NEW EXPENSE

BARNES & THORNBURG, LLP



All employers that have employees who use their personal cell phones or home internet to do work should be aware of this new Illinois law. Although it has garnered little attention to date, the Illinois legislature has amended the Illinois Wage Payment and Collection Act (the “Act”) in a way that could result in significant new expenses for employers. Effective January 1, 2019, the Act requires employers to reimburse employees for all necessary expenditures that are within the employees’ scope of employment and directly related to their services for their employers. Necessary expenses are defined as “reasonable expenditures or losses required of the employee in the discharge of employment duties and that inure to the primary benefit of the employer.” However, employees will not be entitled to reimbursement under the amended Act if: (1) the employer has a written expense reimbursement policy and the employee fails to comply with it; (2) the employer did not authorize or require the employee to incur the expense; or (3) the expense exceeds the employer’s guidelines (provided the guide-

lines do not provide for either no reimbursement or de minimis reimbursement).

The Illinois Department of Labor (“IDOL”) has not yet drafted interpretive regulations for the amendment and there is no case law yet. Although, there is no clear guidance on how the amended Act will be interpreted and enforced, including in what situations employers will be required to provide reimbursements and in what amounts the reimbursements must be made, it is widely assumed that employers will be required to reimburse employees for a portion of their personal cell phone bills where employees are required or permitted to use such phones for business purposes. This could apply to other devices, such as tablets, notebooks, and pagers, as well, and employees’ home internet costs could be included to the extent employees are required or permitted to use computers or personal devices through home internet. The amended Act could also be interpreted to apply to other types of expenses, such as mileage related to travel between worksites.

In the absence of guidance on how the Act

will be interpreted, some are turning to California law for guidance. California law similarly requires that employees be reimbursed for expenses although California law differs from the new Illinois amendments in that it does not explicitly state that employers may have a reimbursement policy and deny reimbursement to employees who fail to adhere to the policy. A review of California case law shows that employees have had valid claims for cell phone expense reimbursements where their employers required the use of personal cell phones for business purposes or, even if not explicitly required, were generally aware that employees were using their personal cell phones for business. Conversely, reimbursement of employees’ cell phone expenses was not required where employers could demonstrate that employees were not required or expected to use their personal cell phones for work. For example, employers that could establish that employees were not disciplined for failing to answer work calls on their personal phones and were not allowed to use their personal cell phones in the workplace established that personal cell phone use at work was merely for the employees’ convenience and was not required or expected by the employers, and the employers had no duty to reimburse.

Illinois employers should consider amending their employment policies to address this amendment and to frame the circumstances under which they will reimburse for employee expenses, including but not limited to personal cell phones. Employers will want to clearly explain who is and who is not expected or allowed to use personal devices for work purposes, under what circumstances such work-related use will be allowed, and to what degree such expenses will be reimbursed. Failure to comply with the amended Act and to provide reimbursements required by law could result in costly class action lawsuits and/or enforcement actions from IDOL. The Act’s statute of limitations is ten years, and large plaintiff classes are common in lawsuits relating to the Act, which could result in wide-ranging class action litigation. ♦

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MINIMIZING THE RISK OF EMPLOYEE THEFT OF TRADE SECRETS

TAFT STETTINIUS & HOLLISTER LLP

Every manufacturing company has confidential information that serves as the “secret sauce” of the company and provides the “competitive edge.” The value of this information, which the law labels as a “trade secret,” is derived from its secrecy. Simply put, when the secret recipe is unlawfully disclosed to the public, and, more importantly, to competitors, the company loses significant revenue.

That is why employee theft of trade secrets poses a significant problem in the manufacturing industry. A stronger economy brings more companies fighting to fill quality jobs, which in turn gives more leverage to employees for better pay and benefits. The tale is too often told: an employee abruptly resigns from his employer, and, on his or her last day, downloads company documents from computers, takes hard files and leaves the office, only to travel to the nearest competitor for a nearly identical job. The former employer is left wondering what to do to stop the potential damage and loss of competitive edge. Oftentimes, the answer lies in the filing of a lawsuit, and significant expense for all parties for the next few years.

This article does not discuss the litigation of trade secret claims; that topic, while interesting to lawyers, is one that often gives company principals migraines. Rather, this article seeks to rewind a few steps and examine how companies can minimize the risk of employee theft of trade secrets and avoid the extra costs that litigation brings. The following are five important best practices for companies to protect their competitive edge:

Safeguard Your Trade Secrets

The first step for a company to protect itself against trade secret theft sounds obvious: safeguard your trade secrets. And yet, several companies struggle with this concept and treat their “secret sauce” as something to be widely shared, internally and externally. This is a mistake.

The federal Defend Trade Secrets Act (“DTSA”) provides a statutory remedy to employers for trade secret theft and unlawful disclosure (labeled by the DTSA as “misappropriation”). However, in order to invoke the protections of the DTSA, a company must

be able to establish that it has a “trade secret.” And, the key attributes of a trade secret are that it is secret and adequately safeguarded.

Companies should conduct an internal “trade secrets” audit in order to understand how their trade secrets are protected. This audit asks a few fundamental questions, namely: (1) what are your trade secrets (in other words, what information gives you a competitive edge); (2) where do they exist; (3) if existing in electronic form, are they password protected; (4) is access restricted to a need-to-know basis; and (5) what policies and practices are being followed regarding the taking of trade secrets off of company property, servers or databases.

IF AN EMPLOYEE IS IN A POSITION OF IMPORTANCE, CONSIDER PROVIDING THEM WITH AN EMPLOYMENT AGREEMENT WITH IMPORTANT PROVISIONS THAT SERVE TO PROTECT AGAINST UNFAIR COMPETITION.

This audit should also assess whether a company shares its trade secrets with non-employees such as vendors, independent contractors or others, and what safeguards are in place regarding these third parties. These questions are crucial for maintaining rights under the DTSA; companies who fail to safeguard their trade secrets risk losing any legal protection.

Focus on Key Employees

Before a company hires anyone, it should understand the three categories of people who traditionally cause the most unfair competition and employee theft scenarios. They are: (1) sales people (i.e., those who interface with customers); (2) technical people (i.e., those who develop information technology

and intellectual property for the company); and (3) managers and principals (i.e., those who intimately know the company’s business and strategies).

These three categories of people account for over 90% of the employee theft cases that make their way to the courts. That is why a company should hire these employees carefully, and after a full vetting of previous employment background histories and interviews. And, these three categories of employees should potentially be required to agree to certain contractual obligations, as discussed below.

Use Restrictive Covenants Effectively

If an employee is in a position of importance, consider providing an employment agreement to the employee with important provisions that serve to protect against unfair competition. These include “restrictive covenants,” such as non-competition, non-solicitation and nondisclosure clauses. Restrictive covenants, if properly drafted, serve to not only provide a contractual remedy to employers in the case of employee theft; once agreed to, they also provide a significant deterrence to the employee to commit misconduct.

Using an attorney to draft an agreement with restrictive covenants is necessary. Under Illinois law, non-competition and non-solicitation clauses must be reasonable, i.e., no greater than necessary to protect a legitimate employer interest. Courts will strictly read the restrictive covenant, and construe it in favor of the employee as much as permissible under the law. An attorney will be able to advise on the “outer edges of reasonableness” when it comes to drafting these clauses. Business should also be aware of Illinois’ rule regarding “adequate consideration”; Illinois courts require that companies provide something of value to an employee in exchange for signing a noncompete, usually something other than the employee’s job (if the employee is an “at-will” hire).

There are other important contractual clauses that serve to protect a company’s proprietary information, such as clauses on conflicts of interest, intellectual property ownership, and obligations of the employee upon

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resignation or termination. These should all be included in an employment agreement.

Maintain a Healthy Workplace Culture

One of the primary reasons for employees leaving their employers (and potentially taking trade secrets with them) is that they had low morale and were tired of working in an unhealthy workplace culture. The best way to avoid instances of employee theft is to maintain a good morale in the office; the happier employees are, the less likely they are to leave.

In order to maintain this culture, companies should: enforce workplace policies fairly; adequately compensate those employees who are integral to the business; incentivize "above and beyond" work; and discipline or terminate employees who violate company policies and are toxic to the workplace. And,

companies should take discrimination and harassment issues and investigations especially seriously, as a failure to do so will almost certainly motivate good employees to look for a new job.

Follow the "Exit Plan"

Finally, businesses should internally have an "exit plan" in place that provides for the steps to be taken once a key employee (i.e. a sales, technical or managerial employee) resigns or is terminated. These steps include reminding the employee of his or her contractual obligations and potential restrictive covenants. Businesses should also collect any and all company property from the departing employee, including any electronic devices.

Furthermore, the employee should be immediately shut off from any further access to company trade secrets, such as databases, cloud services or email servers. And,

as to any returned devices, they should be preserved until the company has made a decision as to whether to use a forensics consultant to investigate any theft. Finally, the company should monitor social media and other public forums to determine whether the employee has joined a competitor and is working in a similar role to his or her previous employment. This will inform the company as to whether litigation is a necessary next step.

Companies who follow these five best practices will be in a strong position to safeguard against employee theft of trade secrets and confidential information, and, most importantly, minimize the risk of litigation. And, where a lawsuit is actually needed to safeguard rights, companies who employ these best practices will have a strong case to present in court. ♦



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A WILL AND A WAY: LEADING BY SERVING OTHERS AT THE WILL GROUP

Thirty-three years ago, Steve Davis turned his admiration for his father, William Edward “Will” Davis, and his drive for success into a Chicago-based business that is not only a leader in the lighting and electrical industry, but a business that is built on serving others. Steve started The Will Group with a vision of a business that would honor his father and would promote the core values of integrity, pride and hard work he was well known for. Today, Steve’s daughter Jessica is following the same path of servant-leadership and is leading others to successful positions of leadership as well. Jessica is the Chief Operating Officer at The Will Group and President of Industrial Electric Supply. She also serves as a member of the IMA Board of Directors.

“You can’t be a leader without also being a follower,” Jessica said. “How you serve others is how you lead as well. My grandfather was a butler. Nowadays most people wouldn’t be proud to be a butler and to serve others, but my grandfather had so much pride in his job. His dedication to working hard and serving others is what this company is founded on.”

Jessica has taken her family’s tradition of servant-leadership and applied it to her position as the COO of The Will Group. Jessica graduated with a bachelor’s degree from the University of Illinois. She also received her law degree from the John Marshall Law School. She practiced business law at a law firm in Chicago and in Dallas so that she could bring a new set of skills to the table at her father’s company. Her goal has always been to further the family business and generate wealth in her community, but also to make her father proud.

“I remember growing up and seeing my dad tinkering with light fixtures around the house. He wanted to know everything

about them – what made a fixture brighter and what made it last longer. I always remember him working very hard, and I always wanted to be just like him. I still do,” Jessica said.

Jessica’s father is a vibrant source of inspiration and motivation, just as his father was for him. Now, Jessica makes sure to be a role model for those that she hires, and to inspire them to achieve at their highest potential. One of these employees is LaDonna Adams.

Like Jessica, LaDonna also graduated from the University of Illinois. Though her position as Logistics Manager for The Will Group is not her first job in the manufacturing industry, it has been a position that has allowed her to grow into herself and her confidence as a woman in manufacturing.

“If there’s a will, there’s a way,” LaDonna said with a smile, referencing the company’s motto. “I have a degree in mathematics and statistics, and experience with shipping and receiving, customer service, data analysis and inventory. I knew I had the skills for the job, and that’s why I applied for it. I’ve been the Logistics Manager at The Will Group since June of last year, and I just love the Davises. They run the business with open arms, and I feel like a part of the family. I can see myself growing with them.”

While LaDonna may be the only woman that works at her facility, she does not let that affect her performance in her job. In fact, it makes her work even harder.

“Being a woman in manufacturing is a great professional developmental experience,” LaDonna said. “It fosters diversity in the workforce and also creates new career opportunities that women may not have considered otherwise. It isn’t difficult to work in a male-dominated industry – it’s just like every other



An employee of The Will Group tests the lights before they are packaged and shipped.



LaDonna is a strong example of what women can do with a career in manufacturing.



The Will Group is founded on leading by serving its community, customers, and employees.

work environment. You bring your best efforts to the table and do whatever you can to positively affect the bottom line. It's all about the mindset."

LaDonna may not consider herself a trailblazer for women in manufacturing, but it is her attitude of gratitude and hard work that make her such a wonderful example of the incredible opportunities and achievements that are available for women in the industry.

"I want a young girl who doesn't have a role model to see LaDonna and say 'Because of her, I know I can do what she's doing. No matter what's happening around me or in my neighborhood, no matter what happened in my past, I know I can do it,'" Jessica said. "My grandfather was my dad's hero and my dad is my hero, and I want to do whatever I can to make my family proud. LaDonna has helped me to make them proud."

Not only does The Will Group serve its employees, but also the Chicago community. The company does toy giveaways during Christmastime, volunteers locally, and donates to foundation and organizations in the community. Steve founded The Tuskegee NEXT Foundation, a nonprofit foundation that provides programs to immerse young urban at-risk men and women in an intensive eight-week aviation class. Whether or not they continue their careers in aviation does not matter to Steve – what matters is that the students learn about themselves and all the possibilities that are waiting for them in the world.

The Will Group is also opening up possibilities and giving second chances to ex-offenders living in Chicago.

"We provide training, resume building, we interview candidates, and if they meet our expectation, then we are happy to provide them with a 401K, a competitive salary, health care,

and dental care," Jessica said. "They are some of our most loyal employees. To give someone a second chance and see their chest rise with confidence and pride – that's what our company is all about."

Though working with the Second Chance program has sometimes been a challenge, LaDonna and Jessica both agree that the outcome is more than worth it.

The Will Group earns its success as a company through the success of its employees, and the importance of serving while leading is at the forefront of every operation. Building the confidence and morale of employees leads to a better work environment and a better product. The confidence that LaDonna has in her place as a woman in manufacturing is clear, and infectious.

"Women have a place in manufacturing and we have skills that perfectly contribute to these jobs. I don't mind getting my hands dirty to get the job done. Whatever I do represents me, so I give my all to the things I do. That's how I know it's going to be done right," LaDonna said.

LaDonna also shared a bit of advice for young women who are considering careers in manufacturing: "If you have the skills and capability to be successful, you can do whatever you put your mind to do. Do not allow the unknown or unforeseen limit you. See success in your mind, embrace the changes in your journey and claim your own success."

Doing things that haven't been done before is everything that manufacturing is about. As the industry continues to innovate, transform, and trailblaze, our hope at the IMA is that more women like LaDonna and Jessica find their career and their passion in manufacturing and go boldly where few women have gone before. ♦

ESSENTIAL HR COMMUNICATION ELEMENTS FOR EVERY WORKPLACE

ROC GROUP

In recent years, our manufacturing clients have identified consistent concerns in two key workforce areas: difficulties finding and retaining new people, especially employees with high-demand technology skills, and wooing workers to the less-urban locations where U.S. manufacturing operations are often based.

"Manufacturers need people," said Jay Timmons, president and CEO of the National Association of Manufacturers, according to the 1st Quarter Manufacturers' Outlook Survey. "Right now, manufacturers have 428,000 jobs open in America [and] we're going to need to fill about 4.6 million jobs over the next 10 years."

Yet, we often see manufacturers overlook essential to-dos that help boost employee engagement and strengthen their external profile as great places to work. Step up your retention and recruiting efforts with these essential elements of workforce communication infrastructure.

Is the Right Policy and Procedures Information Readily Available and Accessible?

In our overriding focus on customers, it's easy to lose sight of basic support for the workforce. Does your company make content available – accessible at work and from home—that helps employees understand company values, behavior expectations and

desired culture? What about content that helps them use and appreciate company-provided programs and resources?

Too often, we find manufacturers miss out on the chance to promote the value of their workplace deal, either by not making the right information readily available or by letting program content be couched in so much legal language it leaves employees uneasy and confused.

Save yourself and your supervisors headaches over the long haul by documenting policies and behavioral expectations in conversational "human speak" that is also easy to access. Provide content online so employees can access it from a mobile device, from home and with family members as needed. With today's technology products, this is more affordable than ever before.

How Do You Support Your Supervisors to Communicate with Their Teams?

Even when managers and supervisors have terrific instincts and great interpersonal skills, they need context to guide and direct teams in line with your business strategy. How deliberately are you equipping your management, at all levels, to communicate with employees about the issues that matter most to your business today? At many companies, we find that communication with supervisors and management to employees is heavily top-down – and almost exclusively focused on financials and other key metrics. While a financial focus is critical, an enterprise-wide understanding of the connection to business impact pays off long term.

A regular cadence of information for managers helps leaders at all levels connect teams to business strategy, build productive relationships and foster trust with employees. Remember to clearly state key points to share with employees and provide opportunities to role model Q&A. This can be as simple as closing every management huddle with a 5-minute recap on what's shareable with employees and why, or as formal as a company-wide online hub to build manager com-

Your 6 Communication Essentials

Do you have?

- ☐ Accessible and understandable information about policies and programs?
- ☐ Articulated values & purpose available at work and online?
- ☐ Regular information flow with managers?
- ☐ Visible opportunities for 2-way dialogue with employees?
- ☐ "Working here" information on your website?
- ☐ Crisis communication plans and a way to reach all workers in an emergency?

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munity.

Do you help your employees share their pride in working for your company?

Sharing information on a regular basis with your employees contributes to trust and teamwork – and yet it is easy to overlook in the day-to-day of getting orders out the door. Establishing a method and a cadence that works for your organization sends a message that you expect and value employee understanding and subtly builds pride. Repeatable and regular sharing is more important than slick or highly produced elements. Simple “key points to know now”, leadership letters or PDF newsletters can be printed locally and left in breakrooms and other gathering places.

Don’t forget to go beyond the written word. It’s never been easier to record remarks or narrate PowerPoint presentations. Simple smartphone videos from leaders can be posted to your intranet or YouTube channel, making it easy for managers to share at team meetings, remote teams to watch together, or employees to watch on their own time. And, do you use social media to promote your products and sales? Be sure to encourage your employees to like and share those posts as well.

How “New-Hire” Attractive is Your Company’s Presence?

Frequently, we find clients so intent on the

customer-facing aspects of their websites that they forget how vital their company’s online presence is in attracting potential employees. We regularly see websites where employment information is too hard to find, poorly crafted or too narrowly focused.

Is information about your company’s operating values, culture and purpose easy to find for those who are interested in working for you? Does it include programs and resources that send the right signals about what your company does? Does the content capture the unique and special aspects of your workplace?

Smaller companies often fail to capitalize on the positive intangible values of their own workplaces. Your workplace, for example, may be far less hierarchical and rigid than a larger company. Employees may have opportunities for meaningful responsibility earlier than they would in a different environment. These and similar intangibles can be very attractive to potential employees and help you stand out in the tight labor market.

Have You Developed a Crisis Communications Plan That Includes Employees? Does it Include Today’s Digital Platforms?

You no doubt already spend time prepping in case of an accident or defect. How prepared

are you for crises of a different sort – employee misbehavior, a leadership misstep, actual or alleged misconduct of any type? In this #MeToo era, behaviors that once might have gone unreported are far less likely to be tolerated. Social media means global, public embarrassment can sometimes be just one click away.

What about weather or power emergencies that might afflict communities across your region? Ensure your management team knows how to contact every employee in case of emergency. Make sure they know what to do, where to go and who will help in case of events that might affect your workforce and your reputation.

Issues happen in even the best-run workplaces. A written crisis communication plan that covers basic emergency to-dos will help you contain any damage from a crisis that might occur in yours.

In today’s fast-moving work environments, it is all too easy to neglect these workplace essentials, yet today’s digital tools make them easier to create and maintain than ever before. Use the 6-point checklist above to make sure your company has the right communication infrastructure in place to attract and retain your valued workforce. ♦



IMA Member Program

Heritage-Crystal Clean, an IMA member and affinity partner focuses on the environmental service needs of manufacturers. The company boasts an outstanding record of environmental compliance. HCC offers the following IMA member-only pricing on environmental services:

- Minimum 25% discount on all services
- Larger volume discounts available
- No set-up or installation fees
- No waste profile fees
- Significant cost reduction to IMA members



For member’s discount pricing, please contact Dean Popovich 877-938-7948



www.crystal-clean.com

LEARN MORE, DO MORE: TIPS AND TESTIMONIALS FROM IMA MEMBERS

Women are a crucial component to the manufacturing workforce, but there is still more to be learned and more that can be done not only for the women already in manufacturing, but also the women who will rise into manufacturing careers in the future. IMA members Eastman Chemical Company of East Saint Louis, Tempel Steel Company of Chicago, and Richland Community College of Decatur share insights and examples for supporting, recruiting, and training women in manufacturing.

Learning More about Women in Manufacturing Eastman Chemical Company

"Don't be intimidated by what you don't know. That can be your greatest strength and ensure that you do things differently from everyone else." This quote by Sara Blakely, the American businesswoman, is a theme that is woven throughout the interviews that were conducted for this article. The five women we spoke with at Eastman Chemical Company's Sauget manufacturing campus, have each demonstrated they will not let the so-far male-dominated territory of heavy industrial manufacturing intimidate them.

Each of these women spoke to the importance of having self-confidence, routinely working outside of their comfort zone, consistently improving themselves, and not succumbing to complacency as keys to their success. Each has been living this since their college years, as most of the programs required for careers in manufacturing have few, if any, women in them. The Sauget Facility's two female Electrical & Instrumentation Mechanics were the only women in their graduating class of 300+ students from a local Community College's Electrical Control Systems Program. Similarly, Engineering Programs that provided technical backgrounds for Eastman's Site Maintenance Manager and Chemical Engineer across the country, also did not contain a large number of women. The Lack of women in the STEM Field

is viewed by them as a challenge for the future of women in manufacturing. Our Site Distribution and Laboratory Manager began her career here as a draftsman and advanced through the ranks taking on jobs with more and more responsibility. Her advice is "Go for what you want in your career and do not give up." Our Chemical Engineer recommends having tough skin and overcoming the desire to be a perfectionist. The Site Maintenance Manager, whose position affords here a seat on the Site Leadership Team, encourages women to "Challenge the status quo for what you believe is right."

Women in the manufacturing field are facing a large number of challenges while they forge their own path in this industry and in their careers. Demands that women in the manufacturing field confront include balancing a work/home life. Many women feel that they are negatively viewed when they leave work to take a child to practice, while a man is lauded for the same thing. Another challenge that exists for women is learning how to shift their word choice to be seen as a leader, but not as "bossy." Additionally, women can be challenged by learning to perform tasks that require great physical strength "smarter" rather than with the same physical strength a man may have. Lastly, women have to focus on consistently proving themselves by doing their best each day to an older generation that includes many individuals who view women in the manufacturing industry as "out of place."

Nearly all of the women interviewed credited family and friends for providing them encouragement and support needed to get where they are today. The good paying jobs in manufacturing and the interesting and challenging job responsibilities were something they experienced first-hand while growing up. Most of these women have fathers, mothers, uncles, aunts, and grandparents that have worked or are still working in this industry. Despite the many challenges that come with being a woman in a male-dominated field, the women at Eastman Chemical Company are determined to not only positively impact

the current industry, but also the industry for many generations to come.

The Emerging Role of Women in Manufacturing Starts with Recruitment and Retention

Tempel Steel Company

According to Dan Smith, Tempel Chicago General Manager, the manufacturing industry is evolving due to impacts from government, worldwide markets, increased consumer demand for new products, processes and capabilities, and an aging Baby Boomer population. Smith says there's no room for stereotyping what some had once considered "a man's job."

To succeed in manufacturing in today's world, companies must find and cultivate all talent, which is especially true when it comes to the emerging role of women in the industry. In recent years Tempel has had women in some key leadership roles including, Human Resource Manager, Controller, General Counsel, Quality Manager, Production Control Manager, Supervisor of New Product Development and Marketing Communications Manager. Additionally, for the first time, the company has had woman in the roles of Production Manager, Zone Leader, Press Technician, Materials Coordinator and Quality Systems Program Manager.

To fill these and other jobs, Tempel is recruiting from a diverse talent pool that includes candidates with a range of backgrounds and education levels. Throughout the year, for example, Tempel exhibits at several Chicagoland college job fairs. The company also attends manufacturing-based job fairs and is now reaching out to those who are still in high school and even younger.

Through its participation in events such as STEM-apoolza at a local district Girl Scout facility, Tempel is working to give children, especially girls, awareness about a career in manufacturing, which they may want to explore in the future. During that event, local manufacturing companies donated parts that the girls used to make jewelry. Other associations

that Tempel is involved with, such as the Technology and Manufacturing Association, are also making efforts to educate young people about a career in the industry through a variety of programs.

"Programs such as these gives the girls and their parents the chance to have fun while learning why choosing a future career in manufacturing can be very rewarding and exciting," stated Tempel's Production Manager Nicole Lohmeier who is also an active member of the Women in Technology and Manufacturing Association.

All eyes are not only on the future as women who are currently working in the industry are finding more options available to them. For Lohmeier who started at Tempel 14 years ago as a Manufacturing Engineer and has served the company in six different roles, including her current position managing four production departments, "Tempel has provided me with on-the-job training, which equipped me for the next job I stepped into."

Lohmeier, who has an undergraduate and master's degree in industrial engineering, believes the future is now as multiple associations are interested in educating women and young girls on math, science and engineering. "The efforts to educate young women about a career in the industry are paying off. We are seeing an increase in women entering the fields of industrial engineering and mechanical engineering, which will further increase the role of women in manufacturing now and in the coming years."

Growing a Diversified Manufacturing Workforce Focused on Women and People of Color

Richland Community College

In the summer of 2018, Richland was awarded \$1.5 million state appropriation for Workforce Development and Training. Working with community and industry leaders, Richland quickly launched two efforts specific to this task; Industrial Job Skills Training (IJST) and a Short Course Training program. These programs not only provide basic technical skills in Welding, CNC, Occupational Safety, precision measuring tools, hand tools, technical math, blueprint reading,

and heavy equipment operation they concentrate on the essential skills that are indispensable to making the most out of life and work. Abilities such as communication, interpersonal skills, decision-making, problem-solving, creative and critical thinking, emotional intelligence, assertiveness, and self-control. At Richland, we mesh Essential Skills with job readiness, and we teach students how to get a job, keep a job, and grow into a successful career.

Training participants are subject to a point system instilling professionalism and responsibility. Understanding that individuals who are changing careers still have ongoing costs, the IJST program elected to provide trainees an hourly stipend. The results have been very encouraging; completion rates hover around 70 percent and placement has been strong. Upon completion, graduates can expect to interview with multiple manufacturing employers.

Brian Burchum, President of All Service Contracting Corporation said, "As the founder and owner of a multi-mil-

lion-dollar company, I've always counted on Richland to send us skilled and quality employees, and the College has never failed us. Essential skills are very important to us because I send my workers all over the world with little supervision, and I have trust them to produce." Women have contributed to filling some of the gaps and provide excellent examples for young girls considering careers in manufacturing. Still, much is to be done. One hiring manager stated, "Not enough young people even know about these opportunities." This is even more pronounced with young girls. For four years Richland has offered a week-long Tech-GO (Girls Only) summer camp for area middle school girls to experience hands-on technology and learn about all STEM areas. This summer, in partnership with Decatur Public Schools, Tech-GO will be expanded to a full Month. Sponsored, in part, by the Illinois Manufacturers' Association these efforts will serve to better meet manufacturers' employment needs now and into the future. ♦



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WHAT ILLINOIS MANUFACTURERS NEED TO KNOW ABOUT CALIFORNIA'S "PROPOSITION 65"

MILLER, CANFIELD, PADDOCK AND STONE, PLC

California's so-called "Prop 65" law is widely seen as a classic example of a good idea run amok in government regulation. Prop 65 is the common nickname for California's Safe Drinking Water and Toxic Enforcement Act of 1986. Prop 65 requires a set of specific and distinct warnings to be placed on "consumer products" that reveal whether the product contains any one of more than 900 chemicals on California's disclosure list (which is frequently updated and expanded), which the state believes cause cancer or reproductive harm, and to which consumers could be environmentally exposed. Note that Prop 65 itself is not a ban on any chemical, but it requires specific warnings to be provided to the consumer.

But what started out as a way to educate consumers about toxic chemicals that are contained in everyday products has increased compliance costs for manufacturers and transformed into a feast for private trial lawyers (colloquially known as "bounty hunters") who are authorized under the law to sue (and recover their attorneys' fees from) any company that fails to comply – whether such companies manufacture parts or products within California or not. The lack of clarity regarding when warnings are required and the substantial monetary penalties (up to \$2,500/day) for non-compliance have unfortunately encouraged companies to default to slapping a Prop 65 warning on their products, required or not. This tends to reduce their effectiveness when everything one buys in California (from bicycles to extension cords) seems to have a warning. Recent amendments to the Prop 65 regulations last August did little to remedy confusion among manufacturers in the supply chain or reduce the compliance burden, but they did increase awareness of this law and the likelihood that customers (especially OEMs) will demand proof of compliance from their

suppliers.

So, why does an Illinois-based manufacturer need to worry about Prop 65? Simply put, it affects not only goods or products produced in California for sale, but any such items produced anywhere else that end up being offered for sale in California. Thus, for example, an Illinois parts manufacturer that produces car components (say nickel-plated lug nuts) that get shipped to a customer in Kentucky to be incorporated into a car, which in turn is shipped to California to be sold to consumers, is – indirectly – subject to Prop 65. Of course, Illinois manufacturers who directly sell consumer products in (or ship them to) California are directly subject to Prop 65.

As a practical matter, the responsibility to comply with Prop 65 rests on the retail seller in California, not the out-of-state manufacturer of the component parts. What typically happens is that the end retailer who sells the product in California needs to comply with Prop 65, so the retailer in turn queries each of its suppliers and requests a 'certification of compliance.' Hence, Prop 65 compliance obligations "flow downhill," as they say.

The first time receiving one of these compliance certification requests from a customer can be an alarming experience. But panic need not ensue, if you understand the basics of what Prop 65 requires.

At its heart, Prop 65 is intended to provide warnings to consumers about possible exposure to toxic substances in their products. There are several steps to take in order to determine if your product qualifies and a warning is required to be provided (the form such warnings must take is discussed below). First, Prop 65 only applies to companies with 10 or more employees, so if your organization is very small, it technically may be exempt. However, as a practical matter, parts manufactured by small companies often are used in products sold to the

actual consumer by much larger companies, which are clearly subject to Prop 65. These larger companies rely on their suppliers to provide information about their components that will be passed along to the consumer.

The next step is to ascertain whether the product contains any chemical listed on the California Prop 65 list. This list can be viewed on the website of the California Office of Environmental Health Hazard Assessment (OEHHA) at <https://oehha.ca.gov/proposition-65/proposition-65-list> and is regularly updated. If, based on testing or other reliable information, no chemical or substance listed on the Prop 65 list is contained in any detectable amount in your product, there are no disclosure or warning requirements (and you may then certify that to your customer, although the customer may ask for your proof or documentation). However, it's a good idea to periodically check the list at least annually to ensure that no chemicals have been added that might implicate your product. For example, two specific chemicals in the family of per- and poly-fluoroalkyl substances (PFAS) were just added to the Prop 65 list, which at one time were commonly used in fire-fighting foam, non-stick cookware surfaces and fabrics/carpeting.

It should be noted that many Illinois manufacturers simply physically fabricate parts from purchased raw materials, such as steel, without altering their chemical makeup, in which case the actual initial step is to contact your supplier of the raw materials to inquire about Prop 65-listed chemicals. Such information is typically readily available from the supplier and may simply be passed upstream to your customer. But many other manufacturers alter the raw materials in some way (e.g., chemically combining or reacting materials, plating parts, etc.), in which case the amount of chemicals in the product and the risk of exposure to the public from the

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product has likely changed.

So, what if a chemical contained in your product appears on the Prop 65 list? Small trace amounts of chemicals might not be subject to Prop 65, if the exposure levels fall under the “safe harbor” No Significant Risk Levels (NSRLs) for cancer-causing chemicals and/or the Maximum Allowable Dose Levels (MADLs) for chemicals causing reproductive toxicity. However, such levels have not been established for all chemicals on the list. (Further complicating these levels are that NSRLs and MADLs are provided in grams per day of intake, not in concentration of that chemical in the product.) For non-listed chemicals, the manufacturer must undertake an analysis of not only the levels of chemical in the product, but also the risk of exposure based on how the chemical is integrated into the product. This is because Prop 65 does not directly regulate the amount of chemical in a product, but rather risk of a consumer’s exposure to that chemical.

For example, one product might have trace amounts of a chemical that is on the Prop 65 list, but the nature of the product is such that the chemical is bound very tightly within that product, and there is very little practical risk of exposure. In such a case, the product might not be subject to Prop 65, if it can be proven such the exposure risk is slight. The challenge is that performing such an analysis is fairly costly and time-consuming. As one might expect, technical and environmental consulting firms have begun specializing in such analyses, but it is also a good idea to involve legal counsel to protect such analysis under attorney-client privilege and related doctrines (as well as to ensure that the regulations are being applied correctly and the form of warning is appropriate). While companies can try to figure this out on their own (OEHHA provides ‘fact sheets’ and many other resources on its webpage, and trade groups and associations can also be helpful), those without significant in-house expertise do so at their peril.

Because ascertaining the actual exposure level in a Prop 65 chemical in any specific product requires a fair amount of effort, many companies opt to just provide a warning without performing such analysis (or reformulating a product to avoid Prop 65 chemicals, which may not be feasible). While such ‘over-warning’ is discouraged by the regulations, it is not illegal, and thus defaulting to proving the warning is often seen as the least costly, and safest, way to ensure compliance with the long arm of Prop 65.

However, Prop 65 warnings on a product can alarm consumers (especially those not from California where such warnings are ubiquitous), and so manufacturers (and their downstream customers) may be under pressure to avoid including warnings unless absolutely necessary.

Prior to the August 2018 revisions to the Prop 65 regulations, most Prop 65 warnings stated simply that the product contained a chemical that caused cancer or reproductive harm, but nothing more specific. Under the revised regulations (which easily can be accessed on the OEHHA website), a warning must contain a triangular yellow warning symbol to the left of the word “WARNING” in all caps and bold print. It also must include at least one specific chemical that prompted the warning; that the product can expose you to the chemical; the chemical is known to cause cancer and/or reproductive harm; and the Internet address for the OEHHA’s new Prop 65 warning website, www.P65Warnings.ca.gov.

For example:



WARNING: This product can expose you to chemicals including [name of one or more chemicals], which is [are] known to the State of California to cause cancer and birth defects or other reproductive harm. For more information go to www.P65Warnings.ca.gov.

There are other specific requirements for Internet-only sales, dealing with parts too small to bear individual warnings, non-English translations and a myriad of other details, even down to the size of the type used for the warning. Note that while retailers are not required to use the exact language recommended in the regulations, the warning provided must be “clear and reasonable” (and using the prescribed language provides a “safe harbor” that presumes compliance).

In sum, Prop 65 compliance is a confusing and often expensive exercise for out-of-state manufacturers, especially since non-California companies may have had limited or no previous Prop 65 experience. While simply providing a Prop 65 warning with every product may seem like the easiest path to compliance, push-back from customers and end users may dictate that testing and an exposure analysis be performed. In such cases, appropriate consulting and legal expertise should be retained to make sure that a Prop 65 “bounty hunter” does not turn its attention to your company (or your customers) next. Finally, if a dreaded “60-Day Notice” of non-compliance is received by your company from a “bounty hunter,” it is important to retain experienced legal counsel immediately for help in responding and achieving compliance as quickly as possible. ♦



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LEARNING ON AND LEARNING IN AT STEP FORWARD: ILLINOIS



At a time in manufacturing where qualified and ready-to-work employees are hard to come by, it is crucial that manufacturing leaders take all demographics of their employees into perspective. While women make up half of our nation's population, only 29 percent of the manufacturing workforce is female. In honor of those Illinois women in manufacturing, the IMA along with the Manufacturing Institute hosted the first-ever STEP Forward: Illinois event this past February. The sold-out event, which was a component of the STEP Ahead initiative of the Manufacturing Institute, included a discussion panel with several women leaders in manufacturing and tackled issues such as being one of the 'only' women in a male-domi-

nated industry, the pressures of trying to achieve a work-life balance with 'mom guilt,' and the need not only to be mentored, but to be a mentor as well.

When one thinks of manufacturing, usually the first word that comes to mind is not 'glamorous.' For these women, however, it is.

"We know that for every dollar our company makes, we are contributing \$1.40 back into the economy. We are fierce contributors to the bottom line," said Divya Behl Director, Development Program Management at Woodward, Inc. "It is in my power and my duty, to give back to my country, and that is glamorous."

United Scrap Metal's Vice President Jodi Keller has also found a way to see the glamor in her work.

"When I first started my job, I hesitated sharing the words 'scrap metal' with my friends. But the things we are doing are very interesting, and when I look back on the company's journey I pinch myself and think 'Wow, scrap metal is where it's at,'" Jodi said.

The common and outdated perception that manufacturing is a man's world is still a stigma that persists even today.

"40 percent of senior level women experience a case of the 'only's' - a time in their career where they are the only woman in the room," Divya said. "Only seven percent of men experience the same thing."

Being the only woman in the room is even more common for women in manufacturing, and Divya admitted that for

a majority of her meetings, she is still the only woman in the room. For some, this could be intimidating. But for others, it's a chance to shine.

"When I was in high school, I participated in STEM courses and technology courses which were very male-dominated, so early on I was aware of that gap," said Samantha Chmielewski, Sales Engineer at Custom Aluminum. "It fueled my interest and my passion by being the only woman in the field. That led me to an engineering degree and to the career I am in now."

But being the only woman in your field can come with extra pressure to prove yourself and your commitment to your career.

"For us to feel like we fit in, we have often felt as though we have to go be the one who puts in the most time and effort to prove ourselves," Divya said. "But really, we all just want to go in, do a great job, and achieve amazing results. We don't have to work longer hours just to prove that."

While working harder than the rest to show their dedication to their careers, women also tend to burn the candle at both ends. According to the Gender Gap report conducted by the World Economic Forum, women take on more than three times the amount of unpaid housework compared to their male counterparts. Holding the two titles of careerwoman and family woman can result in what the panelists referred to as 'mom guilt' and the elusive 'work-life balance.'

"I don't particularly like the phrase 'work-life balance.' I don't even think that's a thing that can be achieved" Jodi admitted. "One of my mistakes at the beginning of my career was being the first one there, the last one to leave, and working so hard to prove a point that I lost sight of what I wanted to achieve. You can be your best when you're being a mom or a wife or a partner or a daughter or anything, but at the same time you can also do your best in your work. Often, we are creating our own guilt. The one important piece is quality over quantity both personally and professionally."

Instead of bearing the burden of the guilt of feeling as though not enough is being done in the workplace or at home,

women should not only be taking an active role in the workplace and in their homes but also asking others for help when it's needed.

"We need to find new ways of measuring our success and put aside the 'mom guilt' we feel," Divya said. "We need to do more than just 'lean in,' we need to 'lean on' each other. Call a family member or friend if you need a babysitter at the last minute. Arrange for time away from work for those important critical things you don't want to miss. You can't do it all alone, and you'll have to get over that and ask for some help."

As important as it is to for women to find a workplace where they can lean in as well as people to lean on, it is equally important to provide mentorship and to set an example for the next generations of women in manufacturing.

"Custom Aluminum Products partners with local high schools for a work-study program. We interview high school students that are going into their senior year who have an interest in manufacturing and have been taking STEM courses," Samantha said. "When I started my job, my mentor made the time for me and invested a lot of time in me, and he's part of my success every day at work. Mentorship not only benefits the student – who is getting exposure to the industry – but it also benefits us because we're trying to build our future workforce and this is the perfect place to start."

Sometimes, all a mentee needs is a little bit of positive reinforcement – or even a push to do more than they think they are capable of – in order to shine. Having a mentor who supports and believes in them can be the difference between an average employee and a star.

"Our president, Brad, had such a wonderful mentor himself in his own mother, who started our company," Jodi said. "He saw something in me. He believed in me, and he pushed me and provided opportunities that otherwise I probably never would have taken. He put me in situations where, at the time, I didn't feel prepared. But he told me I was prepared, and he helped me to gain the confidence I needed to succeed."

Though women are a minority in the manufacturing workforce, the value that

they bring to the industry is undeniable. Women belong in manufacturing, but they will never know it unless they are shown. It is the unwritten responsibility of these 'only' women, as well as manufacturers across the state, to advocate for women in manufacturing and to teach young women about the opportunities that a career in manufacturing can offer.

The IMA is proud to honor the invaluable and influential Illinois women of manufacturing and to continue our efforts of advocating for, promoting, and strengthening women in the manufacturing workforce through our new council, Women in Illinois Manufacturing. The mission of this group is to feature programming throughout the state that is designed to bring women together to advance their own personal development, establish strong relationships with peers in the industry and learn best practices to apply in their daily lives. To learn more about the Women in Illinois Manufacturing council, contact Cindy Tomei at cto-me@ima-net.org. ♦



MEMBER NEWS

ICATT Apprenticeship Program Launches New International Logistics Specialists & Freight Forwarding Apprenticeship



Industry Consortium for Advanced Technical Training (ICATT), the leading apprenticeship program in the Midwest for high-tech manufacturers and companies with complex technologies or logistics, expands their apprenticeship program with the addition of the International Logistics & Freight Forwarding apprenticeship.

As the ICATT Apprenticeship Program has tripled in size since launching in 2015. Currently, the program has helped train 70 apprentices at 58 companies. With three training programs already, which focus on high-tech manufacturing careers, the addition of the International Logistics & Freight Forwarding gives more companies and apprentices the opportunity to work with the ICATT Apprenticeship Program.

"Similar to how the high-tech manufacturing industry is struggling with a widening skills gap, logistics companies are also struggling to stay competitive because of the shortage of skilled talent," says Mario Kratsch, Head of the ICATT Apprenticeship Program. "Through our apprenticeship program, companies will have a sustainable workforce development solution that will provide a pipeline of talent over time. This is increasingly important in an interconnected world that depends on international logistics to provide imports and exports of goods."

The ICATT Apprenticeship Program is the only program in the Midwest fully benchmarked on the German Dual Education System, a time-tested program that combines company-specific knowledge, theory and hands-on learning to train a globally competitive workforce.

"As a leader in supply chain innovation, we have been searching for a long-term solution to recruiting and retaining new employees," says Stephen Olds, Founder, and CEO of Exegistics. "We were impressed by the ICATT Apprenticeship

Program, not only because of their proven model, but also because the program is G.I. Bill certified. As a Veteran-Owned Small Business, it was important for our company to partner with a program who aligned with our core values."

The new program will partner with Oakton Community College to offer the theory portion of the program.

"We are elated to partner with the ICATT Apprenticeship Program and be able to offer our students the ability to earn while they learn," said Lisa Cherivtch Professor of Business. "Through the program, students will be able to apply the knowledge they acquire in the classroom to their jobs immediately."

The ICATT logistics apprenticeship is available for companies starting in the Fall of 2019.

ADM Commits to Achieving Gender Parity by 2030



Archer Daniels Midland Company (NYSE: ADM) announced today its commitment to achieve gender parity within its senior leadership structure by 2030, through a partnership with Paradigm for Parity®.

ADM is one of the first 100 companies to join the coalition of business leaders, board members and business academics dedicated to addressing the corporate leadership gap.

"We recognize that our success as a company and as an industry relies on developing, creating and growing an inclusive culture and diverse workforce," said Chairman and CEO Juan Luciano. "We believe that true innovation arises from having many different perspectives and backgrounds represented at the highest levels of an organization, and we have a comprehensive plan in place to promote inclusion in all roles, at all levels at ADM."

"Our commitment through Paradigm for Parity focuses on improved gender

balance in our global leadership forum by 2030. We're well on our way to meeting this target and are confident that we can achieve not just this goal, but a number of others, to ensure we create and maintain a respectful culture in which all colleagues feel included and empowered."

Through its partnership with Paradigm for Parity®, ADM has committed to:

- Addressing unconscious bias in the workplace
- Significantly increasing the number of women in senior operating roles, with the near-term goal of at least 30% representation in all leadership groups
- Measuring targets and maintaining accountability by providing regular progress reports
- Basing career progress on business results and performance, rather than physical presence in the office
- Providing sponsors, not just mentors, to women well positioned for long term success

To support this commitment ADM is continuing to drive internal efforts focused on hiring processes, wage gap elimination, internal network development and widespread diversity and inclusion engagement at all levels.

For more information, please visit: www.paradigm4parity.com.

Ford Invests \$1 Billion in Chicago Plants; Creates 500 New Jobs to Launch Explorer, Police Interceptor, Lincoln Aviator



Ford Motor Company is investing \$1 billion in Chicago Assembly and Stamping Plants and adding 500 new jobs as it prepares to launch three highly anticipated new SUVs that go on sale later this year.

The transformation at the plant, which will begin in March, will expand capacity for the production of the all-new Ford Explorer – including the Explorer ST and Explorer Hybrid – the all-new Police Interceptor Utility and the all-new Lincoln

Aviator. The work will be completed in the spring. The additional 500 full-time jobs bring total employment at the two plants to approximately 5,800.

With the Chicago investment, Ford is building an all-new body shop and paint shop at Chicago Assembly, and making major modifications to the final assembly area. At Chicago Stamping, the company is adding all-new stamping lines in preparation for the 2020 Ford Explorer, Police Interceptor Utility and Lincoln Aviator. Advanced manufacturing technologies at the plants include a collaborative robot with a camera that inspects electrical connections during the manufacturing process. In addition, several 3D printed tools will be installed to help employees build these vehicles with even higher quality for customers.

The production of three new SUVs will add to Ford's output in the United States. Ford was the No. 1 producer of vehicles in the U.S. and the leading exporter of vehicles from the U.S., building nearly 2.4

million in 2018, and employs the most hourly U.S. autoworkers.

"We are proud to be America's top producer of automobiles. Today, we are furthering our commitment to America with this billion dollar manufacturing investment in Chicago and 500 more good-paying jobs," said Joe Hinrichs, president, Global Operations. "We reinvented the Explorer from the ground up, and this investment will further strengthen Ford's SUV market leadership."

Colbert Packaging Reduces Carbon Footprint Through Wind Energy Purchase



Colbert Packaging Corporation, a premier provider of paperboard packaging solutions, announces its commitment to

environmental stewardship through the purchase of renewable energy credits (RECs) in the form of wind energy. This initiative complements Colbert's overall sustainable strategy and commitment to reducing the environmental impact of its operations. The investment allows Colbert to lower its carbon footprint and protect the environment, and supports the development of renewable energy technologies.

"We manufacture paperboard-based folding cartons, which is a sustainable alternative to plastics," states Colbert President and COO, John Lackner, "and now we are able to further our strategy to meet overall clean energy goals with wind energy credits. We firmly believe it's important to make sustainable decisions with the future in mind – for our employees and their families, our customers and our community."

CONTINUED ON PAGE 28



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Colbert made this investment in renewable wind energy by purchasing Green-e® Energy certified renewable energy certificates (RECs) to reduce the emissions associated with its electricity consumption. That's an environmental impact equivalent to the avoidance of 17,640 barrels of oil.* A REC represents the environmental benefits associated with one megawatt-hour of energy generated from renewable resources.

Gov. Pritzker Appoints Stephen Davis of The Will Group to New Board to Lead Illinois Tollway



Turning the page to a new era of transparency and accountability, Governor JB Pritzker signed SB 1298 and appointed a new board of highly talented and experienced professionals to lead the Illinois Toll Highway Authority into the future.

"It is a new day for the Illinois Tollway," said Governor JB Pritzker. "Our new leadership will uphold the highest ethical standards, deliver the value to taxpayers and serve Illinoisans in every corner of our state. I'm proud to usher in a new wave of transparency and accountability at this critical agency."

Stephen L. Davis will serve on the Board of Directors of the Illinois Toll Highway Authority. Davis is the Founder and Chairman of The Will Group, a firm overseeing several construction, manufacturing, technology, lighting, and energy industry companies. Since 2010, The Will Group has been recognized by Black Enterprise Magazine as one of the country's Top 100 Black businesses. Davis has a passion for economic development and

has been an active member of Chicago's business community for several decades. He currently serves as the Commissioner of Aviation (Board Chair) of the DuPage Airport Authority and on the boards of the Trust Company of Illinois, PMI Energy Solutions, and Inland Real Estate Trust, specifically on Inland's Audit and Compensation committees. He is also a member of the Business Leadership Council's executive committee and the Chicago Regional Growth Corporation's board of directors. Davis is the founder of the Tuskegee Next Foundation, whose goal is to graduate 100 pilots from at-risk communities. As of August 2018, the program has successfully graduated 33 cadets and 27 licensed pilots. Stephen and his wife Tanya have raised 8 children. Davis received his bachelor's degree in Transportation and Materials from the University of Tennessee-Knoxville.

Rivian Announces \$700M Investment Round Led by Amazon



RIVIAN

Rivian has announced an equity investment round of \$700M led by Amazon. The investment comes on the heels of Rivian's reveal of the all-electric R1T pickup and R1S SUV at the LA Auto Show last November.

Starting with a clean sheet, Rivian has developed its vehicles with adventurers at the core of every design and engineering decision. The company's launch products, the R1T and R1S, deliver up to 400+ miles of range and provide an unmatched combination of performance, off-road ca-

pability and utility. These vehicles use the company's flexible skateboard platform and will be produced at Rivian's manufacturing plant in Normal, Ill., with customer deliveries expected to start in late 2020.

"This investment is an important milestone for Rivian and the shift to sustainable mobility," said RJ Scaringe, Rivian Founder and CEO. "Beyond simply eliminating compromises that exist around performance, capability and efficiency, we are working to drive innovation across the entire customer experience. Delivering on this vision requires the right partners, and we are excited to have Amazon with us on our journey to create products, technology and experiences that reset expectations of what is possible."

"We're inspired by Rivian's vision for the future of electric transportation," said Jeff Wilke, Amazon CEO Worldwide Consumer. "RJ has built an impressive organization, with a product portfolio and technology to match. We're thrilled to invest in such an innovative company."

Rivian will remain an independent company. Amazon is leading the round, which includes participation from existing shareholders. Additional details about this investment are not being disclosed at this time.

Toyota Boshoku Illinois Celebrates 10 Years of Manufacturing in Illinois



TOYOTA BOSHOKU

Toyota Boshoku Illinois (TBIL) recently celebrated its 10 year anniversary. The facility, located in Lawrenceville, IL, began operations 20 years ago as Trim Masters, Inc. Lawrenceville (later became Automotive Technology Systems, LLC.) until 2008

when acquired by Toyota Boshoku America. TBIL manufactures interior systems including seats, door trim, and floor carpets as well as component parts for Toyota which are built at Toyota Motor Manufacturing Indiana (TMMI), located in Princeton, IN. Due to increased customer demand, TBIL completed two expansions over the last two years. TBIL currently employs 1,000 team members operating in a “just in time” environment, with a truck leaving TBIL headed to TMMI located 42 miles away.

Vistra Energy to Expand Retail Business with \$328M Acquisition



Vistra Energy Corp. has entered into an agreement to acquire Crius Energy Trust for about \$328 million, the company announced in a news release in February.

The move comes as Irving-based Vistra (NYSE: VST) seeks to expand its retail business. With the acquisition of Crius Energy, Vistra would serve 19 states and the District of Columbia in the electricity and natural gas product market for residential and small business customers.

Vistra plans to fund the deal with cash on-hand, in addition to taking on Crius Energy’s net debt of about \$108 million. Vistra does not expect its capital allocation or deleveraging plans to change with the tuck-in.

Norwalk, Connecticut-based Crius Energy’s assets are expected to complement Vistra’s generation fleet — adding about 11.6 TWhs of load — and existing munic-

ipal aggregation and large commercial and industrial portfolio in the Midwest and Northeast markets, according to the release.

The transaction has already been approved by Crius Energy’s board of directors. It is still subject to approval of at least two-thirds of Crius Energy’s unitholders, in addition to regulatory approvals.

Pending approvals, the deal is anticipated to close in the second quarter of

2019.

RBC Capital Markets and Latham & Watkins are serving as financial advisor and legal advisor to Vistra.

Crius Energy, which is traded on the Toronto Stock Exchange, has jumped more than 36 percent in midday trading. Vistra is trading up only slightly on today’s announcement and is up more than 36 percent year-over-year. ♦

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Effingham, IL

**KNOX COUNTY AREA PARTNERSHIP FOR
ECONOMIC DEVELOPMENT**

Galesburg, IL

THE WILL GROUP

Wheaton, IL

RICHLAND COMMUNITY COLLEGE

Decatur, IL

DANVILLE AREA COMMUNITY COLLEGE

Danville, IL

MEDLINE INDUSTRIES, INC.

Northfield, IL

AM TRANSPORT SERVICES

Olney, IL

ECONOMIC ALLIANCE OF KANKAKEE COUNTY

Kankakee, IL

TEMPEL STEEL CO

Chicago, IL

SENTRY INSURANCE

Stevens Point, WI

LAKE LAND COLLEGE

Mattoon, IL

JOHN WOOD COMMUNITY COLLEGE

Quincy, IL

ARYZTA NA

Chicago, IL

HOSTESS BRANDS, LLC

Chicago, IL

MOLINE FORGE, INC

Moline, IL

UNIVERSITY OF ILLINOIS

Urbana, IL

MORTON INDUSTRIES LLC

Morton, IL

PACIFIC PRESS TECHNOLOGIES

Mount Carmel, IL

JUPITER MACHINE TOOL INC.

Galesburg, IL

MICHELMANN STEEL CONSTRUCTION COMPANY, INC.

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