



ACM

Aerospace Components
Manufacturers

TOGETHER. A WORLD OF EXPERTISE.

ACM UPDATE
August 31, 2009
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The ACM Update & Calendar (and previous issues) are also available for viewing on the ACM website.

Welcome New ACM Members

Joining Technologies, Inc.

17 Connecticut South Drive
East Granby, CT 06026

www.joiningtech.com

Don Hudson, President

Har-Conn Chrome Company

603 New Park Avenue
West Hartford, CT 06110

www.har-conn.com

Timothy Backus, President

Presidents, General Managers, Business Developers, Senior Staff....
please plan to attend!

ACM will celebrate its TENTH Anniversary
on Friday, October 9th at 2:00pm
at the University of Hartford's Grey Conference Center

with guest speaker,
aerospace business expert,

Pierre Chao

addressing

**“The Changing Aerospace Environment –
Strategies for Success”**

A Member's Reception follows the Presentations

Pierre Chao is a co-founder and managing partner of Renaissance Strategic Advisors. He has over twenty-years of aerospace/defense management consulting, investment banking, equity analysis and policy expertise. Prior to establishing Renaissance Strategic Advisors, Mr. Chao was the Director of Defense-Industrial Initiatives at the Center for Strategic and International Studies, a Washington D.C.-based, non-partisan defense and foreign policy think tank.

Business Development

- The Business Development Team will hold its next meeting on Wednesday, September 2nd at 8:15am at CERC, Rocky Hill.
- Reminder for those registered – ACM's Annual Golf Outing takes place on September 14th at the Suffield Country Club. Kirk Smallidge has again assumed responsibility for the weather which, in past years, has been spectacular!

Progressive Manufacturing

- The Progressive Manufacturing Team has scheduled its next two monthly meetings and planned topics that should be both relevant and informative.
The Team's next meeting takes place on **Tuesday, September 22nd** at 8:00am at Sterling Engineering in Winsted where Paul Barrow, Sterling's Manufacturing Manager, will present "**Success and Sustainability of Kaizen Events at Sterling Engineering**". A brief tour of the factory will be a part of the program.
In October, the Team will meet at EDAC Technologies, Farmington, on **October 20th** at 8:00am for a joint presentation by EDAC and Kamatics regarding "**Computer Assisted First Article Inspection Report Generation**". Please plan to attend both of these meetings.

The Team is looking for suggestions of topics for follow-on meetings and/or member firms interested in hosting our meetings; please contact Team Leader Nick Lavieri (Kamatics, 860-769-3252) or the ACM Office with your inputs.

**A Message from Jim Womack of the Lean Enterprise Institute
commenting on
"Sailing a Straight Course in a Time of Variances"**

Recently I spent a day as a lean anthropologist, sitting in the back of the room and observing the behavior of senior managers during the monthly leadership team meeting of a large corporation. I hadn't done this in some years and it caused me to reflect again on how organizations do strange things, particularly in difficult times.

The first agenda item of this meeting was to review how the team was progressing on its lean journey,
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Consolidated Purchasing

- The next meeting of the Consolidated Purchasing Team will take place at the facility of Yarde Metals in Southington on Thursday, September 10th at 8:00am; attendees will have the opportunity to tour Yarde Metals facility following the meeting.
- Suppliers having Agreements with ACM are:

	<u>Supplier:</u>	<u>Key Contact:</u>	<u>Telephone:</u>
Shop Supplies, Abrasives, Cutting Tools, etc	Turtle & Hughes	Mike Kelly Dave Howard	203-497-1529 203-497-1555
Raw Materials: Nickel, Cobalt, Titanium – Sheet, Plate & Bar Stock	Aerodyne Alloys	Kirk Smallidge	860-508-1271

Workforce Development

- REMINDER -- ACM's website Job Listing Service is available to all member firms as a no cost – check it out at http://www.aerospacecomponents.org/jobs_by_company.html and see, below. Members create their listing by completing the ACM provided template and forwarding this information to the ACM Office; please contact the Office should you need another template or have questions.



Job
Listings

JOB OPPORTUNITIES AT MEMBER FIRMS

These jobs are listed by Type. To see jobs listed by Company, [Click Here](#).

JOB APPLICANTS: Please **DO NOT** reply to this website; follow the directions for each posting to respond to job opportunities!

Click a Job Title to View the Complete Description

Manufacturing

- [Aerospace Welder](#)
- [CNC Programmer](#)
- [Deburring Technician](#)
- [Industrial Machine Mechanic](#)
- [Jet Engine Parts Fabricator](#)
- [Manufacturing Engineer \(Production Engineer\)](#)
- [NDT Inspector](#)
- [Quality Assurance Inspector](#)

Quality Assurance

- [Quality Assurance Manager](#)

- ACM is in the process of planning a schedule of courses to be delivered at member firms; the most popular courses continue to be BluePrint Reading, GD&T and Shop Math Levels 1 and 2. Please contact the ACM Office to provide your inputs regarding training needs or to offer to host a class. Better yet, please attend the next WorkForce Development Team meeting and participate in the planning process.

- The next meeting of the WorkForce Development Team will take place on Thursday, September 17th at Stowe Machine in Windsor.

News from ACM Members

Please forward significant company news and announcements to Allen Samuel at alsamuel@acm-ct.org for posting on the ACM website and publication in the UPDATE.

HORST ENGINEERING COMMISSIONS SOLAR POWER SYSTEM; ANNOUNCES GREEN BUILDING EXPANSION

EAST HARTFORD, CT, July 16, 2009 – ACM member Horst Engineering and Manufacturing Co. today announced the successful commissioning of its solar photovoltaic electric power system. The company completed a multi-year \$900,000 plant renovation, with green building features that include a 39-kilowatt rooftop solar system.

During initial tests, the solar system produced as much as 69% of the power demand at the renovated plant. On average, the system is expected to generate enough clean power to account for nearly half the annual electricity demand of the building.

The physical expansion permitted the addition of several new manufacturing processes to support the firm's core aerospace business, including the launch of a dedicated Horst Medical business unit, allowing the firm to significantly expand its line of specialty products for the medical industry.

"Like many of Connecticut's small manufacturing businesses, we have faced challenges, but our commitment to the environment is recession proof. We are clearly focused on the long-term growth prospects for our group of enterprises, said Scott Livingston, Horst's Chief Executive Officer.

The State of Connecticut Department of Economic and Community Development (DECD) and the Town of East Hartford provided assistance through an Urban Jobs Grant. The clean energy project was made possible by a grant from the Connecticut Clean Energy Fund's (CCEF) On-Site Renewable Distributed Generation Program.

"Solar was a smart choice for Horst Engineering," said Lise Dondy, president of the Connecticut Clean Energy Fund. "Not only does it enable Horst to strengthen its commitment to the environment, but it also enables the company to control its energy costs and thereby improve its bottom line."

"Green business practices and support for environmental non-profits show our commitment to environmental sustainability and proves that we measure growth in many different ways. It is important that we share our experience with our peers and the community," added Livingston.

Here is an Internet link to see how the solar installation is operating at the moment:
<http://view2.fatspaniel.net/PV2Web/merge?&view=PV/standard/Simple&eid=211396>

About Horst Engineering

Horst Engineering, founded in 1946, is a contract manufacturer of precision machined components and assemblies for aerospace, medical, and other high technology industries. Its core processes include Swiss screw machining, turning, milling, thread rolling, centerless grinding, and assembly. For more information, please visit www.horstengineering.com

About the Connecticut Clean Energy Fund - CCEF

CCEF was created by the Connecticut General Assembly and is funded by the electric ratepayers. CCEF's mission is to promote, develop and invest in clean energy sources for the benefit of Connecticut's ratepayers in order to strengthen Connecticut's economy, protect community health, improve the environment, and promote a secure energy supply for the state. CCEF is administered by Connecticut Innovations, a quasi-public authority. For more information on CCEF, please visit www.ctcleanenergy.com.



“Sailing a Straight Course in a Time of Variances”

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but I quickly noticed a lack of actionable detail in the team's mandate. They wanted to create a "world class" lean enterprise, responsive to customers and all other stakeholders. That's fine, of course (whatever "world class" means -- I always ask and rarely receive a useful answer.) But how? What were the big, cross-organization problems standing in the way? What countermeasures were being pursued to clear the problems in the path? And who was taking responsibility to do what when to implement the best countermeasures?

Given the lack of clear objectives and the lack of progress toward stating them, I was not surprised to feel the relief in the room when the meeting moved on from the high-level overview of "lean" challenges for the whole enterprise to the next agenda item, a discussion of each department's performance on its annual plan. Given that the plan had been developed in the second quarter of 2008 for a fiscal year beginning July 1, 2008, it was not surprising that there were a lot of variances from the plan to explain. But was the original plan wrong? Or had the economy collapsed in the mean time? (It had, of course.) Or was the plan poorly executed? Or was it all three? Or was it two of the three? Or...?

In fact no evidence was presented and no analysis was done. Instead the discussion was about tactical measures to make the situation look as positive as possible by the rapidly-approaching end of the fiscal year. And the path of least resistance was short-term cost cutting including more lay-offs. I was disappointed with the turn of the discussion, but I did learn something. I could see more clearly than I ever had the phenomenon present in every recession as companies rushing to avoid variances in out-of-date plans continue to cut costs and jobs after economies start to stabilize and stock prices start to rise (as is happening across the world right now.) This instinct then shortly turns to a realization that the skeleton crew doesn't have the capacity to deal with revenue growth in a rebounding market. And this is followed by a burst of re-hiring or outsourcing. The intensity of this natural but unfortunate response by senior managers to cut costs -- which economist John Keynes long ago called the "paradox of thrift" -- is a key determinant of the length and depth of a recession.

That's a shame for all of society because the recession is longer and deeper than it needs to be. But the loss to the company in this meeting was that the urgent -- variances -- had once again crowded out the important -- the organization's long-term need to find its North Star and steer a steady course toward sustainable, superior performance. In fact, setting a course to stabilize the organization is what senior managers are supposed to do. And this is what senior leadership meetings should be for. **Next time you are in a management team meeting, whether you are a senior manager or working at a lower level of the organization, I hope you will keep a few simple questions in mind. (You might even want to ask them out loud at the start.)**

"Are we all clear on what is really important for our organization in order to solve customer problems and succeed in the long term? (Or, stated another way, can we get past the merely urgent?)"

"Are we agreed on what big problems we need to solve as a team?"

"Are we sure what obstacles are in our way and their root causes?"

"Have we -- or will we now -- assign responsibility for determining the best countermeasures and removing the obstacles?"

"Critically important, do we have a way of surfacing and resolving all of the cross-function, cross-department conflicts that stand in the way of resolving all major problems in any multi-functional organization including ours?"

If you can answer these simple questions -- blowing away the clouds that obscure your North Star -- you'll be on your way to sustainable success as the world economy recovers in the coming years. And you may avoid disruptive shifts in course to deal with short-term variances in financial performance.

Best regards,

James P. Womack
Founder and Chairman, Lean Enterprise Institute, Inc.