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ACM UPDATE
December 31, 2020
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Aerospace Components Manufacturers, Inc.

The World's *Aerospace Alley!*[®]

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2020 is going down in the history

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Start the new year strong by preparing for the risks to come.

books as the year that we would all like to forget. However, we must never forget the ones lost or the lessons learned.

“Success is not final; failure is not fatal: it is the courage to continue that counts.” — Winston Churchill

Churchill, like any entrepreneur worth their salt, understood that failure was part of the process. One learned from mistakes, and the greatest lesson was that there was always another day to fight on.

“Forget past mistakes. Forget failures. Forget everything except what you’re going to do now and do it.” — William Durant

If we are very fortunate, by August 2021 social distancing will just be a slogan from the past and the only masks we will be concerned with will be those for Halloween. New COVID 19 cases will be minimal as the vaccine rolls out to the masses and we continue to be vigilant,

but we have much to do in 2021.

Forget 2020. Here's What Not To Do In 2021.

Forbes Chloe Demrovsky December 18, 2020

Here's a shortlist of top 'don'ts' to future-proof our organizations and get this decade back on track in 2021.

Don't neglect Covid-19 recovery

Resilience must drive Covid-19 recovery in 2021. Leaders across business and government are evaluating lessons learned and re-evaluating the status quo. They must focus on strengthening and future-proofing their organizations by retooling strategies via improved business continuity practices and other operational measures. This will help ensure they're prepared to tackle future risks while safeguarding core competencies.

Don't ignore other top risks

The pandemic undoubtedly will continue to be the top risk facing organizations in 2021, but it's not the only issue of concern. Organizations can put themselves at great risk if they focus myopically on the issue of the day. DRI International's annual Global Risk and Resilience Trends Report surveys resilience professionals from major global organizations to learn what worries them.

Based on likelihood and impact, the top 10 resilience issues facing organizations in 2021 are pandemics, long-term IT outages, operational incidents, economic failure, a state-sponsored attack on critical national infrastructure, the theft of proprietary data, severe weather events like hurricanes, a serious supply chain disruption (toilet paper shortage!), the misuse of data, and wildfires. Should any one of these occur, organizations could be devastated and they need to be prepared. Of note since last year, five issues have risen by four or more places in the resilience index: pandemics, supply chain disruptions, protests or civil unrest, state-sponsored cyberattacks, and the business impact of an economic downturn. This is new territory for many organizations and priorities may have to be completely rewritten.

Don't unlearn valuable leadership lessons

Leadership in crisis is different from leadership in normal times. Leaders need to present a bold and optimistic yet pragmatic vision of the future as well as a plan of action to help people see their way forward. They must chart a pragmatic course of action now that it is clear that Covid-19 and the resulting response measures will continue for the foreseeable future.

Studies show that people trust their own employer above any other institution. In times of crisis, it is especially important to live up to that trust. Modeling resilience is a way to demonstrate that trust is earned. All organizations must rethink their approach to designing their operating strategy in this new normal in which secondary effects including fear and economic pain will linger.

Don't undo innovation

Not everything that happened in 2020 was bad. Organizations implemented changes at lightning speed in order to safeguard their businesses, employees, and customers from the pandemic. In the last year, we've seen the healthcare industry adopt new practices and technologies. We partook in a stunning global experiment in work-from-home and the widespread adoption of remote work tools like videoconferencing. We witnessed swift changes to business models and online offerings across diverse industries from retail to hospitality. These changes were made at organizations of every size and in every sector and country.

[Click Here for the Complete Article](#)

The ACM Office Has Moved

On October 12, 2020 the ACM relocated its office to 222 Pitkin Street East Hartford, CT 06108

The ACM office is now housed within CCAT's offices. **Please Note: The ACM phone number has changed to 860-282-4239.** Please change your records accordingly.

The ACM mailing address will remain the same: PO Box 736 Rocky Hill, CT 06067

Due to the pandemic the ACM has been conducting webinars that cross **Business Development, Workforce Development** and **Progressive Manufacturing**. All of these webinars have been recorded and are available on the ACM website. [Click Here](#) to view the recordings from November and previous months.

The ACM Webinar of December 17, 2020 was canceled due to the snowstorm and will be rescheduled. Don't miss out on this learning opportunity.

Machine Monitoring: Using Data to Create Opportunity on the Shop Floor

In the age of Industrial IoT, manufacturers who realize the benefits of smart technology will stay a step ahead of the competition in an ever-competitive landscape. Come learn how to improve your lean manufacturing process by supplying accurate shop floor productivity metrics to improve operations and make better decisions.

Hear how service provider **Langlais Computer Consultants** worked with **Peening Technologies** to provide a shop floor solution to machine monitoring.

A new date is being scheduled and notice will be forthcoming.

Business Development

The ACM has suspended in-person meetings and have opted to present ACM webinars which will deliver relevant information to the entire membership.

As we enter 2021 the ACM will be scheduling regular monthly Zoom meetings for the Business Development Team. These will be 1 hour meetings consisting of relevant announcements and we will try to get back to the normalcy of roundtable discussions and networking opportunities.

Industry News / Meetings / Tradeshows:

Feedback: All tradeshows have been cancelled but many are going virtual. **These will be discussed at our forthcoming monthly meetings.**

Upcoming Industry Meetings: All tradeshows have been cancelled

If you know of virtual Industry meetings, please pass that info along to me so I can share with the membership.

We look forward to members attending to provide feedback on these events. If you know of other event that may be of interest to our membership, please forward to pmurphy@acm-ct.org

Future Business Development Meetings: Starting on January 19th the ACM will be holding virtual monthly roundtable meetings to share industry knowledge and best practices.

Please look for upcoming meeting announcements and please plan to virtually attend and participate in a lively discussion setting from the comfort of your home or office.

Cybersecurity Maturity Model Certification (CMMC)

CMMC is Coming and for those of you with DoD contracts or who are looking for opportunities with the DoD, you must be aware and plan to become certified to the new CMMC requirements. The ACM, together with **Novus Insight**, has developed a 4-part virtual workshop for the understanding and training required to assist all members in this major undertaking.

Save the Dates of January 20, 27, February 3 & 10 for these workshops. The ACM has secured a grant to subsidize the costs for this training and more information, along with registration, will be released in early January.

Workforce Development

We have once again commenced **Training Classes** under the **Incumbent Worker Training Grant**. **Kaman Precision Products** just completed a **B/P Reading Class**, with 16 employees, and a **GD&T class** with 20 employees. The classes were conducted virtually on-line with an instructor. **Kaman** reported that the classes went well, and the employees & **Kaman** realized the benefit they had hoped for.

With these two classes it has been proven that virtual training classes are a valuable reality and of mutual benefit to the employee and the employer.

For the classes that were suspended due to the pandemic, we will be scheduling those to start/complete in a virtual on-line session. Please note that all classes will be held on-line virtually.

Classes that will be restarted or starting are:

Class	Start Date	End Date	Company(s)	Schedule	Time	No. Classes	Attendees
B/P Reading	Jan 12	Feb 10	Jonal	Every Tue & Wed for 5 weeks	3:00-5:00	10	11
B/P Reading	Jan 14	Feb 11	Alpha Q	Every Thursday	3:00-5:00	5	7
Excel Intermediate	Jan 19	Feb 4	ATI, EA Patten, Phoenix Mfg, NEMF, Paramount Mfg	Every Tue and Thur for 3 weeks	3:00-5:00	6	8
Classes to be Rescheduled							
B/P Reading	TBD	TBD	EA Patten, ATI, Aeroswiss	TBD	TBD	6	14
Front Line Supervisory Training	TBD	TBD	Jonal, Accu-Rite Tool, Har-Conn, Winslow, PTP, Perry Tech, Bauer	TBD	TBD	2	16

For the 2 classes waiting to be rescheduled as soon as I have responses from all companies, I will start the process of rescheduling.

Future Workforce Development Meetings:

The Workforce Development Team will hold a virtual meeting on Wednesday February 24th at 8:00. We plan to review the Wage & Benefits and COVID survey's as well as discussing training needs for 2021. Agenda and log-in information will be sent prior to the meeting.

Progressive Manufacturing

The **Progressive Manufacturing Team** lead by **Eric Schneider**, **Birken Manufacturing**, has been very active determining topics and scheduling technical seminars. Many thanks to **Eric Schneider**, **John Kornegay** and **Kevin Jensen** for all their efforts, it is greatly appreciated.

The team is in the process of rescheduling the December 17th webinar that was postponed due to the winter storm as well as future meetings and topics.

Machine Monitoring: Using Data to Create Opportunity on the Shop Floor

Noted in the Business Development section of this newsletter is the information on the webinar for **Cybersecurity Maturity Model Certification (CMMC)**. Please refer to that section for information

Future **Progressive Manufacturing Team meetings:**

Thursday January 21, Thursday February 18, Thursday March 18.

All meetings will be from 8:00 to 9:00 unless otherwise noted.

Notices will be sent in advance and we ask that you reserve the 3rd Thursday of the month for these informative meetings.

If you have suggestions for meeting topics or technical seminars, please reach out to **Paul Murphy** at pmurphy@acm-ct.org.

A Few Minutes with Murph

Yes, it was a crazy and challenging 2020. I hope you and your loved ones are safe and healthy and we are looking forward to a much more “normal” 2021. No one is sure what the new normal will be only we know that it may take some time, but we will get there.

What I fully understand is that I miss the person meetings we’ve always taken for granted. While Zoom meetings and webinars are today’s norm, I so miss the in-person meetings, they just cannot be replaced. However, we have learned how to manage Zoom well, and using that technology will be with us for some time longer. ***So, let us work together to make the best of the current situation, and there is no better way to assist than with your participation and your ideas for meeting topics, seminars, and group discussions.***

The ACM has secured funding and will be offering the **CMMC Webinars starting January 20th**.

For our industry, and especially those who have or are looking to secure government contracts, training and eventual certification to the new CMMC requirements is a must. Please do not miss out on this training and be sure to register when the program notification goes out in early January.

The ACM will be getting back to regular monthly **Business Development Team Meetings** in 2021. These will be held as Zoom meetings and we will adapt and adjust as necessary to make these meetings as valuable as they have been in the past. I haven’t quite figured out how to hold a meeting with 40-50 live microphones, but we’re going to give it a try. I do really miss the interactive participation from the group and the sharing of best practices and the networking we have all enjoyed.

Happy New Year and Thanks for Your Support

I thank you for being part of ACM’s journey this year. We are grateful for your support and for the 6 new members who joined in 2020. We are also grateful of the role the ACM could play in helping companies manage and share data and intel during this most challenging year.

Closing 2020, and Opening 2021

As we close out this difficult year, it seems appropriate to look back and remember some lessons from 2020 – a year that brought unprecedented challenges affecting all aspects of our lives.

- **People are resilient – don’t underutilize their value**
- **Adapting to new situations and information is critical-** be flexible & agile
- **Be open to learn from all perspectives – seek out new ideas**
- **Technology can make all the difference – embrace and embark**
- **It’s about small improvements and big breakthroughs – CI has never been needed more**

So then what do we have to look forward to in 2021? Here are a couple of trends we see evolving.

- **Emphasis on leadership behavior – invest in and mentor your management team**

- Attention on sustaining improvements – collaborative teams with management support
- Adapting and standardizing on operational excellence methodologies – CI, CI & technology
- Focus on more diverse project teams – widespread inclusivity, training & support
- Broader adoption of technology – Seek out new technologies & embrace virtual training

Above and beyond all

Stay safe, stay well, be positive and test negative

I wish you, your families, your loved ones, your employees and your businesses and incredibly happy, healthy, productive, and prosperous New Year!!! Make it Great in 2021

Topics of Interest

Lean Manufacturing in a Digital World

Industry Week Jill Jusko March 12, 2020

Operational excellence never goes out of style, and done right, smart technologies enable better decisions, faster.



It's a question that crops up with amazing regularity: What's next after lean manufacturing? It's an odd inquiry, really, because it implies that you "finish" lean or toss it aside in favor of the next big thing. It suggests that the idea of removing waste, improving flow and maximizing customer value is out of vogue. It nearly proposes that lean—a term coined in the ancient past, meaning more than 30 years ago—is an old-fashioned notion with no current relevance.

And now it's 2020. Smart technologies are sweeping across the factory floor, promising to provide manufacturers with more and better data for smarter decision-making, as well as faster responses to potential downtime events. They are descriptive, predictive, and prescriptive. They can do it all

Are smart technologies "what's next" after lean manufacturing? Is now perhaps the time to give lean the boot? Move aside, lean manufacturing? Step away, one-piece flow? Exit stage right, value-stream mapping? Alternatively, how does lean fit into this increasingly digital manufacturing landscape?

All good questions. And for some manufacturers, the answer is obvious.

"I think if you look at lean, a lot of the fundamentals of it are timeless," says Zohair Mehkri, XR and simulation engineering manager at Flex, a global electronics manufacturing services provider. "They really don't ever expire. They never really become obsolete. From a technology perspective, it is very important for Flex or any company really to have a lean foundation."

Hence, lean doesn't go away. In fact, just the opposite becomes true.

“Lean manufacturing really is about making problems visible, addressing problems and solving problems”.

There's a saying that boils down to this: Technology won't fix a bad process; it will only speed up a bad process. Similarly, smart technology's ability to enhance a lean implementation depends a lot on the proficiency of the lean team.

“Implementing all of the latest trends in manufacturing isn't going to provide the expected results if the company executives are not creating a collaborative, supportive environment for the workers,”

To read the complete article [Click Here](#)

To Require or Encourage COVID-19 Vaccine. . . That is the Question

BY ABBY WARREN ON DECEMBER 21, 2020 Robinson+Cole Blog

After months of countless updates on the status of the COVID-19 vaccine weaving its way through the regulatory approval process, the vaccine has arrived! Now many employers are grappling with a key question – what type of vaccination program can employers implement?

According to [guidance](#) issued by the Equal Employment Opportunity Commission (EEOC) on December 16, 2020, employers may implement a mandatory COVID-19 vaccine program for vaccines that have been authorized or approved by the Food and Drug Administration (FDA). As part of that program, employers may inquire as to whether an employee has been vaccinated and request proof of vaccination. That being said, according to the guidance, employers should review requests for reasonable accommodation from employees seeking an exemption from vaccination based on a disability or a religious reason. In reviewing such requests, employers would then determine if an unvaccinated employee would pose a “direct threat” to the health or safety of individuals in the workplace that cannot be reduced to an acceptable level by conducting a case-by-case analysis and taking an approach that is meant to limit potential risks.

In terms of administering the vaccine, the current EEOC guidance suggests that if an employer uses a third-party, such as a pharmacy or health care provider, with which it does not have a contract, to administer the vaccine, then the third party can engage in relevant pre-screening inquiries of the employees (e.g., why haven't you had the vaccine, are you taking any medications, etc.). While unlikely to occur at this stage, if an employer administers the vaccine itself or uses a contractor, according to the guidance, the employer would have to ensure that such inquiries are “job related and consistent with business necessity,” consistent with the Americans with Disabilities Act.

As manufacturers review this issue, it is important to consider whether to implement a voluntary or mandatory program or to simply encourage employees to be vaccinated, what documentation may be required to implement such a program (e.g., waiver, accommodation request form, etc.), what employee communication would be appropriate, among other considerations.

To read the complete blog [Click Here](#)



News From ACM Members

Members have been a bit quiet, please let me know of any news you may want to share.

There are many **new state and federal programs** that are rolling out and you can rely on the ACM to be your source of information for these initiatives. If there are questions you may have, or topics you may want to discuss as a group, please do not hesitate to reach out to Paul Murphy at pmurphy@acm-ct.org.

Announcements from our partners at CCAT



To support the talent pipeline for Connecticut manufacturers, state funds from the federal government's Coronavirus Aid, Relief, and Economic Security (CARES) Act provided over **\$915,000** for wage subsidies, trainings, childcare services and training computers through the **REV-Up! Connecticut** program administered by the Connecticut Center for Advanced Technology (CCAT). A total of 26 CT manufacturers participated, including **seven ACM member companies** who either hired or re-hired a total of **18 COVID-impacted manufacturing workers**. Using these funds from the CT Governor's Workforce Council and the CT State Department of Economic and Community Development (DECD), these ACM companies implemented online, hands-on and mentoring training plans to upskill their teams and build a stronger, vibrant workforce for a fast-changing work world.

State funds are still available in 2021 for CT manufacturers to participate in online **180 Skills trainings** at no cost with administrative support from **CCAT** to customize training plans that will expand your team's expertise in Industry 4.0 and Digital Technologies.

CT 180 Skills for CT Manufacturing Companies

180 Skills – free, online trainings for CT Manufacturing Companies, over 700+ skills courses are available. These are online short-term skills training that increases access and ensures mastery for your workforce. Contact **CCAT** at workforce@ccat.us or [860.291.8832](tel:860.291.8832) to learn more.

Increase your team's knowledge in 2021 – **CCAT** has dozens of **On-Demand Workshops** available 24/7. Click on the topics below to view.

[Automation & Robotics](#)

[Additive Manufacturing](#)

[Internet of Things \(IoT\) Technologies](#)

[Big Data & Analytics](#)

[Digital Technologies](#)

Take a **Virtual Tour** of **CCAT's Advanced Manufacturing Center**:
Thu. Feb. 25 @ 12:00 PM

Join us for a virtual tour of CCAT's Advanced Manufacturing Center located in East Hartford, Connecticut. This tour will highlight the AMC's technology in additive manufacturing, precision machining, and metrology and inspection. During this 45-minute experience, you will hear from the AMC's experts, including Jeff Crandall, Nasir Mannan, and John von Roemer, as they walk you through the extensive capabilities and applications of innovative technologies in manufacturing.

If you have current news on your business you would like to share, please email Paul Murphy at pmurphy@acm-ct.org