



ACM

Aerospace Components
Manufacturers

TOGETHER. A WORLD OF EXPERTISE.

ACM UPDATE
November 30, 2020
P M - 1 - 1 1 3 0 2 0

Aerospace Components Manufacturers, Inc.

The World's *Aerospace Alley!*[®]

P.O. Box 736, Rocky Hill, CT 06067

PHONE (860) 282-4239

www.aerospacecomponents.org

E-mail: pmurphy@acm-ct.org

To ACM's Members and Friends,

Wishing Everyone

The Best of Holidays

and a

Joyous, Healthy & Happy New Year

from

The ACM Board of Directors

and

Paul Murphy

Stay safe, stay well, be positive and test negative

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.

ACM Webinar of November 19, 2020

On Thursday November 19, 2020, the **ACM** conducted an **ACM Progressive Manufacturing Webinar** that was attended by 32 members. Feedback has been positive, and we will continue to present more of these informative webinars.

The topic for the webinar was ***Lean During the COVID Era***. **Paul Murphy** opened the webinar by stating “the application of lean tools is fundamentally the same as it was before we knew what coronavirus was. **Identify & eliminate waste through continuous improvement**. A challenge you may have is fostering teamwork during a time when social isolation is encouraged. So, **communication is paramount**. Instead of our traditional close contact meetings in the gemba, this may now consist of conference room meetings with people spread out, use of white boards on the shop floor, increased text and e-mail, working remotely through webinars and other on-line tools, and the like. Group lean projects such as quick changeover and value stream mapping can still be done as long as you can practice social distancing in a conference room. Individual use of lean thinking has no COVID-19 obstacles and should always be encouraged.

For all of you, your business needs weren't put on hold, you were determined to be “essential”. So, you need to keep moving forward, **do the best with what you have to work with, and take this opportunity to find new ways to do things better**.

Taking time to reflect has perhaps never been more critical. During this crisis, many organizations have shifted into a period of operational contraction in which they must make hard decisions on what to prioritize and what to eliminate. In times of growth, even the best firms can become lax in their ability to execute a standardized methodology by which projects are evaluated. But now, when the new normal is anything but, organizations need new ways to focus execution and sustain internal alignment.”

Paul informed the attendees that ***“today we have brought together panel of ACM members who are lean leaders in their businesses to discuss how they are dealing with and adapting to Lean during these challenging times.”***

Paul then introduced the moderator and panelists for the webinar. Moderator, **Glenn Ford**, President, **Phoenix Mfg.** and panelists **Eric Schneider**, CI Manager, **Birken Mfg.**, **Kevin Jensen**, Manager Technologies, **ATI East Hartford**, **Steve Walbridge**, CI Manager, **ACMT** and **Steve Ruggiero**, COO, **Whitcraft Eastford**.

Paul turned the floor over to **Glenn** who opened by welcoming all attendees and saying that he ***“was humbled to sit in front of our panelists-many I have known for a long time and they all have significant milage and runway underneath in respect to lean mfg.”*** **Glenn** stated it is tough right now during COVID times and noted we have a robust group pf people that have a competitive advantage in technology, a high level of education, and that we have led manufacturing, especially in aerospace manufacturing. **Glenn** began by stating that with the great panel of lean leaders he would like to begin with asking the panelists ***how are you managing within a COVID restrictive environment with some key contributors at home, staggered shifts, social distancing etc. What has changed for you and how are you managing and prioritizing.***

As expected, it was a spirited and candid discussion between panel members. It was noted that each panelists business was a different scenario as some had most key resources on site and some had key resources working remotely.

All panelists stated there were challenges to overcome and many found unintended benefits and new opportunities as a result as well.

Here are some of the thoughts and statements from the meeting.

- The most common overall thought was expressed as ***communication being the key to staying focused, flexible and continuing with the progress already realized.***

- All hands meeting are being held with some holding them virtually and some holding them in person with social distancing and with smaller groups.
- **A benefit realized in virtual meetings were people, mostly young employees, contributing with ideas using examples from the internet, like YouTube and the like. This was never realized during traditional meetings and is now a paradigm shift.**
- For success during these times **flexibility is crucial.**
- Due to reduced schedules and changing needs a focus on **utilization of talent can be realized. Now is the time to cross train and develop the workforce and the management team.**
- Kaizen focus has been on quality, inventory reduction, small lot and 1-piece flow.
- Just do what you can do.

As expected, there was great sharing of experiences and best practices during the panel discussion.

Glenn closed out the discussion thanking all panelists and stating, “we can’t stop, we must keep moving forward”.

Paul then thanked all participants and closed with these thoughts.

Lean is as much about culture change and employee involvement as is the application of the tools. Crisis often encourages people to rise to the occasion, and for many, the current conditions may inspire a call to arms...an opportunity to give more than they usually do. So, use this opportunity to tap into your employees’ creativity and ideas. **The way you’ve done things for the past five years may no longer be currently possible due to lack of staffing or safe physical distancing. Perhaps it wasn’t the best way to do it in the first place. Challenge your employees to find creative ways to make things work.** Some work-arounds will not be improvements but will have to be tolerated due to current conditions. Other changes are **opportunities to experiment with new ideas and methods.** Measure results and keep the practices that work well for you for years to come.

As a quick thought experiment, ask yourself the following question. How likely is it that a majority of people in your organization, across all lines of the organizational chart, would give the same answers to questions like: How are our current projects supporting our long-term strategy? What is the criteria that will be used to measure success? Why was project “A” ended while project “B” was allowed to continue? If these sound like questions you’ve heard around the virtual water cooler, then the Lean Innovation process can help.

Paul ended with a final thought; **What is your definition of Lean?**

To hear the full recording of the webinar [Click Here](#). The password to access the video is: W9*hhFn2. You may also access the recording on the ACM website under News & Events.

Your Moderator & Panelists



Glenn Ford
Phoenix Mfg



Steve Walbridge
ACMT



Steve Ruggiero
Whitcraft



Kevin Jensen
ATI-East Hartford



Eric Schneider
Birken Mfg

**The ACM will be holding its next webinar on Thursday
December 17th at 11:00am**

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.

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.

Industry News / Meetings / Tradeshow:

Feedback: All tradeshow have been cancelled

Upcoming Industry Meetings: All tradeshow 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 will be released in the very near term.

Workforce Development

The **Annual Wage and Benefits Survey** as well as the **COVID Survey** have concluded and have been mailed to the respondents of the survey. We had 40 members respond to the Wage & Benefits survey and 42 members respond to the COVID survey.

The Summary Reports provide a detailed look into the current practices of ACM members and are a valuable resource for understanding where you stand in relationship to your peers on wages, benefits, training and much more. Also noted were some surprising responses received from the

COVID survey. I can say, without hesitation, that taking the time to complete and submit the surveys is worth every member's time from what you receive back in gained knowledge.

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.

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 Korngay** and **Kevin Jensen** for all their efforts, it is greatly appreciated.

The team is in the process of finalizing our final webinar of the year.

The **Progressive Manufacturing Team** is working on a **webinar for December 17th** which is noted earlier in the newsletter.

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: Going forward will we be presenting webinars on topics of interest to all ACM members and therefore they will be combined for all ACM Teams. Notices will be sent in advance.

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

2020 has been a year that we may all want to forget. 2020 has also been a year where we were once again faced with huge challenges, and we have once again stepped up to meet those challenges. You have once again demonstrated leadership, resourcefulness, entrepreneurial spirit, compassion, support and understanding. Many businesses are experiencing a downturn in sales and revenue, but those levels are down from historical highs in the industry. The industry will be back, and yes that

may take 2-3 years, but it will be back. ***We must continue to support a future state workforce, we must continue to train and upskill our workforce, we must continue to improve our business processes and our supply chains, and we must continue to invest in emerging technologies. Now is not the time to “lay low” it’s a time to “go to new heights”. Is it easy, of course not? But we are survivors, and we will persevere, we always do.***

In reviewing our **COVID Survey**, the respondents were asked which technologies were of most interest. The technologies that were highest on the list were:

- #1 with 56.8% of the respondents was **Manufacturing Process Improvements**
- #2 with 18.9% of the respondents was **Cybersecurity**
- #3 with 16.2% of the respondents was **ERP/MRP Systems**

Well, I think the ACM has you covered as we will be presenting a 4-series **Cybersecurity Workshop** starting in January. Stay tuned for more information and registration.

And on **December 9th** our industry partner **CCAT** will be presenting a webinar on their new **Advanced Manufacturing Center (AMC)** and providing insight into the new technologies they possess.

Please plan to attend as this **AMC** is a center we can and should utilize for your **Manufacturing Process Improvements** and learn of new and **emerging technologies**. There are many programs available with subsidies.

[Virtual Tour of Your Advanced Manufacturing Center](#) [click to register](#)

[Wednesday, December 9 | 1:00 - 1:45 PM](#)



Join **CCAT** 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, metrology and inspection.

CCAT is known nationally for applying innovative technology in our world-class **Advanced Manufacturing Center**, where leading-edge equipment and systems are showcased, demonstrated, and evaluated. With our team of experts and network of machining and software companies, we offer a broad expanse of capabilities to evaluate technologies and process improvements.



Understanding the future of manufacturing is critical to serving our customers. We are leading national efforts to assess methods for machining parts made of aerospace alloys, refractory metals, ceramics, and composites. In addition, we are conducting additive manufacturing research to improve the design, quality and capacity of manufacturing production.

To support increasing work with composites, we are also developing unique, composite machining capabilities that will help meld legacy metal machining with machining of fiber reinforced composites.

[Click Here for more info and a Video of the AMC at CCAT](#)

For information please contact:
Paul Oei

Director – Advanced Manufacturing Center 860 282-4940 | poei@ccat.us

Topics of Interest

Making Your Virtual Kaizen Initiative a Success

Industry Week Tony Rodriguez, Kate McGovern, Mike Beauregard NOV 18, 2020

What should your company do and ask before diving in? Here's a roadmap to guide your efforts.

Long, long ago, Kaizen events meant walking-around observation and value stream mapping in face-to-face and elbow-to-elbow meetings. We believed that sharing respiratory space was essential to discover our company's roadblocks and plan improvements to our systems, processes, and products.

Even with promising COVID-19 vaccines in the works, it's going to be awhile until those days return. And while our commitment to lean transformation hasn't stopped, how we're managing it has shifted. In our new online normal, we're creating work patterns that will endure even after it's safe to resume in-person planning.



As with most initiatives, getting started with a virtual Kaizen event is the hardest part. What should your company do and ask before diving in? Here's a roadmap to guide your efforts.

Getting Started

Choose the project. Get management buy-in

Your organization probably has a long list of processes that need improvement. If this is the first time you've held a Kaizen event – especially if it's your first virtual Kaizen – resist the temptation to pick the most comprehensive and ambitious one. Make sure the project scope is realistic and that it can be managed within a well-defined time window.

Management needs to understand why the project was selected. Why it's important to the organization. How they can support the team. And how they can champion the continuous improvement plan that comes of the Kaizen initiative.

The Kaizen event should have a project sponsor – a member of the management team who advocates for the initiative, makes sure that the team has what they need to work effectively, removing any barriers to progress that may arise. The project sponsor makes sure that improvement recommendations that come out of the team's findings are known with fellow senior managers, then resourced and implemented throughout the organization. They also ensure that team members are recognized for their efforts.

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

Digital Machine Shop Guide

From 'How do I Start?' to 'Where do I go Next?'

Copyright 2020 Tulip Interfaces

Two trends have defined the last decade in machine shop manufacturing. On the one hand, digital technologies have promised to make everything—truly, everything—easier. So what gives? How did the decade that should have rocketed manufacturing into the future actually result in lower profits? This is a difficult question, but one answer is that adoption of digital technology remains low in machine shops. There's been a gap between digital possibility and reality on the shop floor. This is especially true for smaller operations, where there aren't always the resources to research and implement new technologies.

This guide is our attempt to help you close that gap. We'll introduce you to machine shop specific uses for digital technology and walk through our way of looking at the digital machine shop. A way that's delivered value for our customers over and over.

By the end, you'll have a sense of the different means and values specific digital tools can have for you.

So, whether you're asking "how do I start" or "where do I go next," this guide should help you set a course towards a digital future.



Integrated

Every piece of hardware and software has its niche. They all work in harmony to achieve positive manufacturing results.

Transparent

Data is more valuable than oil. You know the drill. The digital machine shop provides a holistic, transparent view of production.

Open

Every constituent piece of software, device, and machine can openly connect with other software and devices and machines.

Connected

Connectivity represents human action and measures machine performance. Without accounting for humans around machines, you only have a fraction of the picture.



Characteristics of Digital Machine Shops

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

News From ACM Members

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

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

