

for **THE RECORD**

YOUR Trade Magazine... published by the National Tooling and Machining Association



ALSO INSIDE:

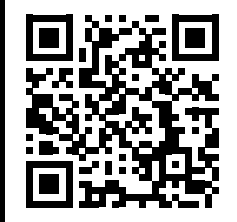
HISTORICAL LEADERSHIP TRANSITION
PAGE 14-15

MAKE THE MOST OF MAT
PAGE 25

AND SO MUCH MORE...

REGISTER FOR
OUR UPCOMING
EVENTS!

SCAN THE QR CODE TO VIEW
ALL DMG MORI EVENTS



EXPLORE
THE WORLD
OF



PROCESS
INTEGRATION

- + Reduce Number of Machines
- + Increase Spindle Hours
- + Reduce Cycle Times
- + Improve Process Accuracy

AUTOMATION
SOLUTIONS

- + Produce 24/7
- + Increase Productivity
- + Minimize Idle Time
- + Optimize Floor Space

DX - DIGITAL
TRANSFORMATION

- + Simulate Test Cuts
- + Avoid Crash Situations
- + Optimize Cutting Processes
- + Centralize Maintenance

GX - GREEN
TRANSFORMATION

- + Minimize Energy Consumption
- + Increase Profits
- + Boost Green Technology
- + Conserve Global Resources

Find out more about
MACHINING TRANSFORMATION:
transform.dmgmori.com

DMG MORI

OPERATIONS & EDITORIAL

Roger Atkins, President
Doug DeRose, Editor-in-Chief
Molly West, Managing Editor

2025 EXECUTIVE COMMITTEE

Chairman - Bonnie Kuhn
Kuhn Tool and Die Company, Meadville, PA

Vice Chairman - Eric Hagopian
Pilot Precision Products, South Deerfield, MA

Board Member - Kevin Ahaus
Ahaus Tool & Engineering, Inc., Richmond, IN

Board Member - Frank Burch
Southern Machine Works, Inc., Duncan, OK

Board Member - Michael Pasciuto
Custom Group, Inc., Woburn, MA

External Board Member - Debbie Holton
Converge Consulting, Wolverine Lake, MI

External Board Member - Barry Laughlin
Springfield, OH

ADVERTISING INQUIRIES

To advertise in The Record, contact
editor@ntma.org
or call 800.248.6862.

HUMAN RESOURCES: THE PEOPLE THAT MAKE IT HAPPEN

This Year's Top HR Trends	8-9
Unlocking Workforce Potential	10-11
One Member's Best HR Practices	12-13
Passing the Torch: 2025 Leadership	14-15

RECURRING COLUMNS

From Roger: A Message from the President	2
Welcome New Members	4-5
In the Know: Expert Insight	6-7
Chapter Check-In: St. Louis, Rocky Mountain, Southern California	16-17
Who We Are: Oberg Industries	18-19
Here to Help: ADDA and Succession+	20-21
In The News: In Memory of Wally Hellebusch	22
In The News: ATS Name Change	22
Workforce Wins: MAT Makes a Great Tool	25
From Our Partners: The Manufacturing World in a Word	26-27

EVENTS

2025 Calendar of Events	3
Thank you Sponsors	3
Database Updates	4-5
Tech Tours	29

SEND US YOUR STORY

Each issue of The Record features our members. We want to hear from you. Send us stories of successes, innovations or experiences.

The submission deadline is the 1st of the month prior to publication.

For more information, contact
editor@ntma.org
or call 800.248.6862.



UPCOMING NTMA EVENTS

MFG2025
FEBRUARY 19-21, 2025
SAN ANTONIO, TX



MARCH 30 - APRIL 5, 2025
MILAN, ITALY



FROM ROGER

a message from the president

Happy New Year to all. I'm wishing you and our industry a prosperous year.

With the presidential election behind us, I think we all enter 2025 with some degree of renewed optimism. We are optimistic there will be an increase in demand for our services and products. Considering where many of us have been over the past year, initially, the increase in demand will result in an increased focus on human resources and hiring, which is our focus this month.

Increased demand contributes to our need for hiring, but also the number of people retiring from our industry adds fuel to the fire. Having experienced the dilemma of increased demand throughout my career and the resulting need to hire more people, I have learned a lot along the way.

It was growing up in an NTMA member company that I first learned the importance of respect for our fellow members/competitors who were challenged with the same needs. As a young person, I thought it was a free-for-all. I mistakenly believed that you hire anyone you can get, regardless of from whom or where or how. Luckily I had mentors who protected me from the perversions of my hiring tactics. As I grew older and wiser, I learned that when hiring, respecting fellow members is good for us all. It illustrates respect for the industry we serve, as well as our

combined efforts to run honest and ethical operations.

I cannot tell you how many times in my career fellow members have called and let me know that one of my employees was applying at their company. It gave me an opportunity to talk to my employee to try to resolve any issue or it gave me an opportunity to support their change. It actually made it a win-win for both of us. Change is inevitable, but change is not the issue. It's how one changes that is the issue. You also learn in this industry that it is "a small world."

As we get in front of potential industry demands that will drive increased hiring, I'm writing proactively. Being a part of an association like NTMA is a commitment to support each other as fellow members and competitors. The reality is that we don't really compete against each other, we compete against a world market that wants to derail U.S. manufacturing and manufacturers. The way we win is that we win together. The stronger U.S. manufacturing is, the greater the demand and the greater the success for us all.

I asked one member his thoughts about hiring another member's employees. He said when he first started, he too, was under the misconception that it was a free-for-all. However, when he became a shop owner his perspective changed and he understood how devastating that method could be for him and for others.

He went on to change his methods, believing that what goes around will come around.

As demand increases and the need to hire increases, let's refrain from the temptation to hire from each other. Taking from each other only hurts our industry and destroys our personal and company reputations. It does nothing to grow our industry and only assures the worker shortage continues.

Instead, let's commit to increasing the number of people entering our industry through NTMA and chapter training and mentorship. Let's commit to developing the next generation of workers. As NTMA members, let's respect our fellow members and work together to grow our industry's workforce for generations to come.

Early in many of our careers there were always more workers than jobs; however, for the foreseeable future, there will be more jobs than workers. We must increase the workforce rather than move the workers from one shop to another.

Together we can Advance America's Future.

Roger Atkins, President, NTMA



2025

NTMA CALENDAR OF EVENTS

Please contact Kristen Hrusch, our Events Manager for more information and to register:

Kristen Hrusch - Khrusch@ntma.org 216.264.2845
or visit www.ntma.org/upcoming-events

www.ntma.org/events

* Events Subject to Change*

MFG2025
POWERED BY AMT
FEBRUARY 19-21, 2025
SAN ANTONIO, TX



MARCH 30 - APRIL 5, 2025
MILAN, ITALY



MAY 5-7, 2025
ORLANDO, FL

The Precision Manufacturing Conference
ENGAGE 2025
PRESENTED BY NTMA
OCTOBER 7-10, 2025
DETROIT, MI



THANK YOU TO ALL 2025 NTMA SPONSORS

WELCOME

We're glad to count you among our members.

AMERICAN PRECISION WORKS, INC.

New Jersey- Eastern Pennsylvania Chapter

Launching in early 2025, American Precision Works (APW) represents the next generation of machining services. Founded by Matt Bruner and John Celley, APW draws on more than three decades of combined experience to redefine what's possible in modern manufacturing. With a shared vision for blending cutting-edge machining technology and advanced digital systems, Matt and John are building APW to meet the demands of today's most challenging customers. Their clean-slate approach ensures a foundation designed for efficiency, scalability and long-term partnerships. APW specializes in producing low- to mid-volume components within a 6-inch cube by utilizing 5-axis mill-turn machines. The company's roadmap includes the addition of CNC Swiss capabilities within 12-18 months. Target industries include telecommunications, laboratory equipment, robotics, aerospace and medical devices. Proudly based in Philadelphia, APW embraces the city's unique advantages — an accessible workforce, industrial heritage and vibrant community. Matt and John aim to inspire new generations to explore machining and to build a future where manufacturing can thrive in urban environments.



5400 Grays Ave Unit D, Philadelphia, PA 19143-5823
215.346.6499
www.americanprecisionworks.com

C AND C MACHINING LLC

North Texas Chapter

C and C Machining is a dynamic small business established in 2019, dedicated to providing precision components for the aerospace, defense and telecommunications sectors. Our commitment to a strong work ethic and a proactive, can-do attitude has been instrumental in our mission to deliver high-quality products on time while continually seeking ways to reduce costs. We specialize in manufacturing parts from a wide range of materials, from soft plastics to hard metals, demonstrating our versatility and capability to tackle diverse manufacturing challenges. Our facility is equipped with advanced machinery including 2-axis lathes and 3-axis and 5-axis machining centers, allowing us to meet the complex demands of today's manufacturing landscape. As a quintessential “mom and pop” operation, we pride ourselves on our willingness to go above and beyond to ensure tasks are completed precisely, swiftly and affordably. Honesty and integrity are at the core of our values; we believe that trust and loyalty are essential for long-term partnerships with our clients. As we continue to grow, C and C Machining remains unafraid to embrace tough challenges, positioning ourselves as a reliable partner in meeting the evolving needs of the industry.



636 County Road 4841 Ste 200, Haslet, TX 76052
817.319.5450
www.cncmachiningllc.com

GRAHAM TECH INC.

Northwest PA Chapter

Located in the heart of Tool City USA, Graham Tech was founded as a job shop specializing in CNC small/medium production by Mark Graham in 1998. Today, we are still family owned. Mark's son Nick Graham is owner/president. We take great pride in our long-term relationships with our valued customers. Graham Tech has continued to grow and expand its services over the years. Graham Tech recently moved into our new 6,400 sq ft facility built in Meadville, Pennsylvania.



As a full-service machine shop, we can fulfill your high-precision CNC machining needs. Our services include a 5-axis mill, horizontal mill, vertical mills, live tooling lathes, surface grinding and more.

Our employees are the heart of the shop, suppling years of experience to help manufacture quality parts. We also work closely with Crawford Tech and have helped bring up the next generation of tool makers.

9245 Williamson Rd, Meadville, PA 16335
814.807.1778
www.grahamtechtool.com

VERTEX TOOL DESIGN LLC

Florida West Coast Chapter

Vertex Tool Design is a small engineering firm established in 2024 providing design solutions for the tooling industry. We specialize in inspection gage and injection mold design and provide the complete package in designing from 3D solid modeling to detailed, concise 2D drawings. Our unique approach to manufacturing solutions stems from extensive tool and die making experience that spans generations. We ensure tooling that meets the needs of an ever-growing manufacturing environment while maintaining efficiency through our customers' manufacturing processes. We are equipped with the latest CAM software and provide specialty engineering services such as Mold Flow Simulation and 3D Print prototypes through our partnerships. We also provide consultation and analysis on plastic part design, gaging systems and reverse engineering on existing tooling. Our team is proficient in geometric dimensioning and tolerancing and adheres to the ASME Y14.5-2009 standard. Contact us today to collaborate on your next tooling project!



3908 Briley Loop, Land O Lakes, FL 34638
727.453.2380
https://www.vertextooldesign.com/

LET'S DOUBLE CHECK:

We want to be sure that your company's information is correct in our database. This ensures that your listing in the 2025 NTMA Membership Directory is accurate and that we are communicating with the correct people at your company.

PLEASE REVIEW YOUR COMPANY INFORMATION

First and second principal contacts also have the ability to manage company information by logging on to:
<https://portal.ntma.org/>

If you are logging in for the first time, please enter your email address and the reset password link. A link will then be emailed to you to set up a password and begin using.

WITH A PROFILE YOU CAN:

- Review and update your customer record under “Individual Profile” with contact information, company, etc.
- Renew your membership
- Register for events
- Search the directory

ADVOCACY: CORPORATE TRANSPARENCY ACT BLOCKED NATIONWIDE



A federal court in Texas has blocked the enforcement of the beneficial ownership reporting requirements under the Corporate Transparency Act (CTA). Judge Amos L. Mazzant III of the U.S. District Court for the Eastern District of Texas issued a nationwide preliminary injunction on December 3, 2024, questioning its constitutionality and its impact on small businesses. The law, passed by Congress in 2020, requires companies with \$5 million or less in

revenue and twenty or fewer employees to file the reports with the Department of the Treasury's Financial Crimes Enforcement Network (FinCEN).

In the court's ruling, Judge Mazzant found that the required reporting of beneficial ownership information (BOI) with FinCEN was likely unconstitutional and that its implementation would irreparably harm reporting companies if they were forced to comply. "The fact that a company is a company does not knight Congress with some supreme power to regulate them in all aspects—especially though the CTA, which does not facially regulate commerce," Judge Mazzant said in the opinion.

The CTA, effective since January 1, 2024, requires most domestic entities formed or registered to do business in the United States, including corporations and limited liability companies to submit ownership information including copy of photo identification, address and contact information to the government. Under the CTA, the deadline to file these BOI reports for most entities is January 1, 2025. In the case, *Texas Top Cop Shop v Garland et al.*, the court enjoined the CTA nationwide to allow for a nationwide injunction, finding that "[existing] reporting companies need not comply with the CTA's January 1, 2025, BOI reporting deadline." The Biden administration appealed the ruling, allowing for another court to reinstate the law; however, the judge's decision lifts the burden on companies filing by January 1, 2025.



Omar S. Nashashibi is founding member of Inside the Beltway, a bipartisan lobbying and strategic consultant based in Washington, D.C. He may be reached at: omar@insidebeltway.com

REVENUE: STOP GETTING JILTED BY SALES CANDIDATES



It's really frustrating when it happens. You've worked hard to find a qualified sales candidate and are now moving efficiently through your interview process. And then, just when you think your team is aligned around a decision and hiring offer, a short-listed candidate reports they've taken another job.

All the work is wasted; hours of resume review, phone calls and Teams interviews. It's back to the drawing board.

Why does this happen? Because that candidate was looking for A job.

The solution is to attract candidates who are looking for YOUR job, and to run the process efficiently.

Sounds great, but how do you do that?

The key is to have a well-engineered process for sales recruiting and hiring. Two steps are critical: an inspiring job post and an accurate candidate assessment.

A typical job description lists tasks and appeals to folks who find tasks appealing. A job posting, in contrast, describes the ideal candidate in inspiring language that resonates with the elite few who fit the profile that will succeed.

Those candidates see themselves in your job and are much less likely to simply take a good offer for a job. In fact, these special candidates are only usually pursuing only one or two carefully selected "ideal jobs" at any given time.

A predictively accurate, sales-specific candidate assessment ensures that you only invest time with candidates who will succeed in your role. You focus on finding cultural fit rather than wasting time on average candidates with charming personalities whose resumes are only 18% predictive of sales success!



Ed Marsh helps B2B industrial companies grow revenue by improving strategy, marketing, sales and technology. He's a veteran, independent board director and has run industrial companies. He can be reached at: www.EdMarshConsulting.com

LEGAL: LESSON LEARNED — WATCH WHAT YOU SAY



Employers must be careful when putting anything in writing, as often what a manager or supervisor says can come back to haunt them later. While documentation is good to support an employment decision, bad documentation can be worse than no documentation at all.

In a recent decision, the Third Circuit Court of Appeals held a manager's seemingly

tame statement that, "It seems to be a never-ending story: anything I can do?" was evidence of potential discrimination. The plaintiff had suffered a concussion after being hit by a car. Her physician eventually released her to return to work full-time, but stated she needed to limit her screen time as a result of the accident. After she requested a leave of absence, her manager made the above comment. The manager also previously had disfavored an accommodation request by seeking to place a limit on the length of her request. The same manager eventually terminated her employment approximately one year later, claiming her role no longer existed, which contrasted with the employer's later statement that she was terminated due to poor performance.

The Court of Appeals concluded the manager's repeated expressions of potential issues with the plaintiff's accommodation requests showed a possible bias against her because of her medical condition.

Employers must take care when putting anything in writing concerning an employee. Seemingly harmless statements can be used to show evidence of bias and, when put in writing, become an easy target for employees who are claiming discrimination or retaliation. Make sure when documenting certain events to stick to facts (who, what, where, when, how) and avoid comments, opinions and speculation. The purpose of documentation should be to memorialize events for future use or reference, not to provide an editorial on an employee.



Stephen B. Maule, of McMahon Berger Attorneys at Law, practices in all areas of labor and employment law. He is based out of St. Louis, Missouri. He may be reached at: maule@mcmahonberger.com

SUCCESSION: ARE YOU PREPARED FOR THE LARGEST FINANCIAL TRANSACTION OF YOUR LIFE?



As Managing Director of Succession+ based in Cleveland, I am delighted for our team to become an affinity partner with NTMA. We are specialists in strategic succession and exit planning for small and mid-size business owners (SBOs).

Our Succession+ team helps identify, protect, maximize and extract the wealth contained in your business and related assets.

Over the years, we have assisted more than 300 private and family business owners to exit or transition on their terms. Way too often, they feel completely overwhelmed about where to begin.

In fact, 85% of all small business owners have done little to no planning.

Failing to plan for what may be the largest financial transaction of your life can often times lead to disastrous results for families, employees and local economies.

In a new series of articles, I will share "The 7 Mistakes Business Owners Make When Exiting Their Business."

I hope the articles will both educate and motivate you and other NTMA members on how to transition from your business on your terms.

Our team also helps you explore:

- Business Valuation Methodologies
- Value Maximization Strategies
- Succession & Pre-Sale Considerations for whichever road you choose: Private Equity, Family, Key Employees or an ESOP
- Incentive Compensation Plans, including:
 - Employee Share Plans
 - Phantom Stock
 - Stock Appreciation Rights

The bottom line: it's never too late to start planning.

Stay tuned for more!



Mark J. Dorman AIF, CLU, ChFC, CEPA, CFBS helps small and mid-sized businesses plan for a successful exit. In his 40-year career, he has counseled hundreds of privately held businesses and has purchased, founded and exited businesses of his own. <https://succession.plus/us/>, [linkedin.com/in/markjdorman](https://www.linkedin.com/in/markjdorman)

THIS YEAR'S TOP HR TRENDS:

Shaping the Future of Work

SALLY AVENT, ACCOUNT EXECUTIVE, ADDA

As businesses prepare for 2025, HR leaders are navigating a landscape that's rapidly evolving. Workforce dynamics, technological advancements and the need for greater organizational agility are reshaping how HR operates. For companies looking to stay competitive, being aware of — and acting on — emerging trends is critical.

In this article, we explore the top HR trends poised to define the year ahead, offering insights into how businesses can prepare for the future while maintaining a thriving workforce.

THE CONTINUED RISE OF HR TECHNOLOGY INTEGRATION

Technology continues to transform HR functions. In 2025, businesses are expected to adopt even more sophisticated tools that streamline processes, enhance employee engagement and improve decision-making.

AI-DRIVEN RECRUITMENT: AI tools are making recruitment faster and more effective by automating candidate screening and leveraging predictive analytics to identify the best talent.

EMPLOYEE EXPERIENCE PLATFORMS: Personalized platforms that integrate training, feedback and rewards are helping businesses create a more engaging work environment.

HR DATA ANALYTICS: Predictive analytics are being used to anticipate workforce trends, such as turnover rates and training needs, allowing businesses to be proactive in their strategies.

WHY IT MATTERS: Companies that embrace HR technology can save time, reduce errors and make data-driven decisions that improve both employee satisfaction and organizational performance.

ADAPTING TO SHIFTING WORKFORCE DYNAMICS

The workforce of 2025 is increasingly diverse, remote and intergenerational. HR must develop strategies to address the needs and expectations of these changing demographics.

FLEXIBLE WORKFORCE MODELS: Hybrid and fully remote work arrangements continue to grow, requiring businesses to rethink how they support and manage distributed teams.

GENERATIONAL INCLUSIVITY: With Gen Z entering the workforce and Boomers delaying retirement, organizations must find ways to cater to the differing values and work styles of multiple generations.

FOCUS ON WELL-BEING: Mental health and work-life balance will remain priorities, with businesses investing in initiatives that promote holistic well-being.

WHY IT MATTERS: Companies that adapt to these changes are more likely to attract and retain top talent, fostering a resilient and engaged workforce.

OPTIMIZING WORKFORCE PRODUCTIVITY WITH AI AND AUTOMATION

As businesses continue to navigate economic pressures, the adoption of AI and automation will grow in 2025, transforming workforce productivity and reducing operational inefficiencies.

AI-ENHANCED WORKFLOWS: Automating repetitive tasks such as data entry, scheduling and employee onboarding allows HR teams to focus on strategic initiatives.

SMART PERFORMANCE MANAGEMENT: AI-powered platforms provide real-time feedback and analytics, helping managers make informed decisions and fostering continuous improvement.

IMPROVED EMPLOYEE ENGAGEMENT: AI-driven tools can personalize employee engagement strategies, increasing satisfaction and reducing turnover.

WHY IT MATTERS: Leveraging AI and automation enables businesses to maximize productivity without overburdening their teams, helping them to thrive in a competitive market.

THE SHIFT TOWARD SKILLS-BASED HIRING AND DEVELOPMENT

With traditional roles evolving, businesses are focusing on skills rather than job titles when hiring and training employees.

UPSKILLING AND RESKILLING: Organizations are prioritizing lifelong learning initiatives to keep their workforce competitive in the face of automation and digital transformation.

MICROCREDENTIALS AND CERTIFICATIONS: Short, targeted training programs are gaining traction as a way to quickly develop in-demand skills.

INTERNAL MOBILITY: Businesses are creating clear career pathways to retain talent by promoting from within.

WHY IT MATTERS: A skills-focused approach helps businesses stay agile and ensures they have the expertise needed to navigate future challenges.

PARTNERING WITH OUTSOURCED HR PROVIDERS FOR AGILITY

As HR responsibilities grow more complex, many businesses are turning to outsourcing to stay ahead of the curve. In 2025, outsourced HR providers are expected to play an even larger role in helping companies adapt.

ACCESS TO EXPERTISE: Outsourced HR providers bring specialized knowledge, ensuring businesses are compliant and competitive.

SCALABILITY: Outsourcing allows businesses to quickly scale their HR operations up or down based on changing needs.

COST EFFICIENCY: By outsourcing time-consuming tasks like payroll and recruitment, businesses can reduce overhead costs while maintaining quality.

WHY IT MATTERS: Outsourcing empowers businesses to focus on their core competencies while staying ahead in a fast-changing HR landscape.

PREPARING FOR THE FUTURE: KEY TAKEAWAYS

Staying competitive in 2025 requires a proactive approach to HR. By embracing technology, adapting to workforce changes and partnering with experts, businesses can build a future-ready workforce. The trends outlined above are not just challenges but opportunities to create a workplace that attracts top talent, boosts productivity and drives growth.

Whether it's implementing AI-driven tools, fostering intergenerational collaboration or outsourcing HR tasks, businesses that act now will be best positioned to succeed in 2025 and beyond.

UNLOCKING WORKFORCE POTENTIAL

SkillBridge, CSP and Military Reserve Programs

JOSHUA KENNEDY, VAUGHN MANUFACTURING

The manufacturing industry within the United States currently faces a major challenge in recruiting skilled workers. However, innovative solutions like the Department of Defense's SkillBridge, Army Career Skills Program (CSP), and Army Reserve Public Private Partnerships (P3) offer unparalleled access to a pool of highly trained, disciplined and motivated talent. Vaughn Manufacturing has seen firsthand the benefits of these programs, adding three new veterans to its workforce within four months of implementation. These initiatives not only address labor shortages but also enrich the industry with the expertise and work ethic of America's service members.

SkillBridge and CSP provide transitioning service members

with on-the-job training during their final 180 days of service, fully funded by the military in hopes of securing full time jobs for transitioning service members. Companies incur zero labor costs during the internship period, giving them the freedom to focus on training without financial risk. These programs are highly customizable, catering to roles in CNC machining, die-making, marketing, sales and beyond. The added advantage? Participants are pre-vetted, motivated and eager to excel in their new careers. For Vaughn Manufacturing, these programs have been transformative. By tapping into Fort Campbell's transitioning Soldiers, we've been able to onboard highly skilled individuals, one of whom was already a certified machinist in the U.S. Army. Beyond the immediate benefits, the programs offer companies significant tax advantages, such as the Work Opportunity Tax Credit, which can provide up to \$9,600 per veteran hired, depending on their date of separation from service.

For companies not located near a major military installation, the Army Reserve presents an equally compelling opportunity through its P3 program. This program aims to connect military reservists with job opportunities within their area. Almost every part of the country has a military reserve unit close to it, making this a far-reaching opportunity. Reservists bring their military training and discipline to civilian roles while balancing their part-time service commitments. Companies can access this skilled workforce by collaborating with local reserve units through P3, expanding their talent pool beyond active-duty soldiers. Vaughn was able to hire one of our employees through P3.

This process was streamlined, thanks to partnerships with our area's P3 coordinator, whose sole mission is to feed partnered companies with prospective applicants. Additionally, maintaining relationships with Transition Assistance Program (TAP) coordinators and effective use of CSP and SkillBridge briefings makes the process of hiring veterans much easier.

Interested in becoming a partner? Here's how to get started.

Identify the needs of your organization. Determine the roles your company needs most, whether it's machinists, tool and die makers, engineers or administrative staff. Next, attend an information session. You can sign up for a DoD SkillBridge new partner application process information session to understand program requirements on the SkillBridge website. Next, complete the application. Include a detailed training plan outlining the skills and experiences participants will gain. Finally, build relationships. Collaborate with TAP coordinators and P3 representatives at nearby bases and or reserve stations to promote your opportunities. The biggest challenge facing the success of SkillBridge and CSP is company visibility. Around 200,000 servicemembers leave active service every year. Gaining visibility to these service members for your opportunity should be your primary concern if you are facing workforce challenges.

The manufacturing industry's future depends on the collective effort of every company within the NTMA. By participating in the programs outlined in this article, we have a unique opportunity to support our veterans, strengthen our industry and grow our



are more than recruitment pipelines; they are vital strategies for revitalizing the manufacturing workforce. The end of the Global War on Terror presents a unique opportunity for the manufacturing industry to echo the success of post-World War II America.

Following WWII, returning service members played a pivotal role in revitalizing the manufacturing sector, leading to the economic prosperity of the 1950s. Today more than ever, veterans can easily transition into civilian roles, offering the same potential for growth if they are made aware of the opportunity and shown the path. This is not just an opportunity to grow individual companies but a chance to reignite the spirit of American manufacturing. Let's make these programs a cornerstone of our recruitment efforts and create a legacy of opportunity, innovation and excellence for generations to come.

businesses. It's incumbent upon each of us to act, whether by becoming a SkillBridge partner or by utilizing other veteran programs. Together, we can drive positive change, both for our industry and for the veterans who have served our nation. These programs



BEST HR PRACTICES:

One Member's Inside Perspective

Becky Call has been around manufacturing all her life.

“Growing up I was often asked the question, ‘What does your father do for a living?’ My very proud, confident response was, ‘He is a patternmaker!’ He made tooling for aerospace and foundries which in layman’s terms meant he made molds for making sand molds which yielded raw parts for various aircraft systems.” Her father began as an apprentice and eventually began his own tooling business.

Call began her career working for her father completing blue and scribe dimensional inspection on castings. She continued to take on additional responsibilities until becoming the Quality Inspection Manager and then the Human Resources Generalist. Since then, Call has had several human resources positions in other industries, but found her way back to aerospace manufacturing when she joined Precision Aerospace LLC two and a half years ago. We had the opportunity to tap into her expertise about all things HR.



Q: TELL US A LITTLE BIT ABOUT COMPANY CULTURE.

A: Company culture includes many things including policies, procedures, ethics, values, employee behaviors and attitudes, goals and code of conduct. In short it is the “personality” of our company and determines much of our work environment. Most of us spend more time



at work than we do with our families, so it’s critical to most that our company culture is positive and contributes to our physical and mental well-being in a healthy way.

I wanted to be a part of a team that put individuals first and where, regardless of position, no one was treated better (or worse) than another.

It was clear to me that everyone on this team was equally important to meeting goals. This was an attitude communicated through actions starting with the highest leadership in the company.



I’m grateful that our leaders at Precision Aerospace LLC have encouraged and empowered me to be our company culture ambassador. When I began in my role, I was asked to

continue to build and grow an intentional positive company culture to support our team as we grow and innovate.

Some of the ways we continue to do this are:

- Open and transparent communication.
- Prioritize work-life balance.
- Recognize and acknowledge individual success and accomplishments from the big wins to everyday success in daily tasks.
- Providing opportunities for employees to grow in their field and achieve goals, resulting in internal advancement.
- Don’t forget what some call the “small stuff,” like birthdays and anniversaries. These are the moments when connections are made, lasting relationships are formed, and trust is built.
- Have fun! We have events throughout the year including: quarterly employee appreciation lunches, an annual pumpkin carving contest and an ugly holiday sweater contest.



Q: HOW DO YOU MAINTAIN THAT COMPANY CULTURE?

A: It takes a village. I have the opportunity here at Precision Aerospace LLC of working with an incredible leadership team. In many organizations there is friction between operations and human resources. That is not the case here. Maintaining and continually striving for improvement is a task we work on together as a team. Company culture is determined and influenced by every one of us. Our leaders have the desire for a positive company culture and continue to support this through their actions. This includes having and inviting transparent communication, which results in continued collaboration and innovation.

Q: HOW DO YOU DETERMINE IF SOMEONE IS A GOOD FIT FOR YOUR TEAM? WHAT ARE SOME OF YOUR HIRING BEST PRACTICES?

A: One of my favorite books, “Hack Recruiting” by Victor Assad, shifted my perspective on recruiting stating, “I have observed throughout my career that many organizations fail to recognize that recruiting is a repeatable and in growing and large organizations, a high-volume process, just like software development, medical examinations and manufacturing.” Assad also goes on to say, “How a company recruits speaks to how it values its human assets.”

These statements shifted my perspective and confirmed my belief that recruiting is the introduction to our organization. The experience a candidate has during the recruiting process will influence how they view the company culture and the company moving forward. To ensure the recruiting and hiring process is consistent and positive for all candidates I’ve put together a process with the same steps each time.



- Respond quickly to candidates.
- Text your candidates. You will see faster response times.
- Be transparent.
- Have consistent interview practices.
- Post a clear and compelling job description with expectations and required qualifications.
- Develop and promote an employee referral program.
- In most cases, conduct structured interviews with a set of standard questions. Each position should have a pre-determined set of questions.
- Train your team on the dos and don’ts for interviews. Without proper training, your organization is more likely to be at risk of violating a host of employment laws, including Title VII of the Civil Rights Act of 1964, the Americans with Disabilities Act and the Age Discrimination in Employment Act.

This also includes providing transparent information to every

candidate and inviting candidates to provide transparent information in return. My goal is to ensure that both the candidate and I have the information to determine if moving forward is the right decision for them as a candidate and for us as a company. Our goal is to match the right candidate with the role that best aligns with their skills and experience.

Q: HOW HAVE YOU SEEN YOUR HR DUTIES CHANGE OVER TIME?

A: While growth is exciting, it also creates a need for continuous improvement in every area. When I joined Precision Aerospace LLC in June 2022, my focus was to learn existing processes and tasks, then to find ways to improve efficiency without losing quality. Focusing on automating tasks where possible has allowed me to think and perform in a more strategic way. This has also created the opportunity for me to better understand our business and find ways to truly partner and support the leaders in our organization.

Q: WHAT ARE THE BIGGEST CHALLENGES IN HR TODAY?

A: I’ve worked in a variety of industries and found most companies face similar challenges.

- Attracting top talent – Every company wants the ideal employee. Following consistent hiring guidelines that have been approved by a Human Resources professional will eliminate many of the hurdles. We have clear job descriptions, a consistent application and interview process followed by everyone who is part of the hiring process. This not only eliminates the risk of violating employment laws but provides a positive candidate experience.
- Employee Engagement/Retention – Employee turnover is costly and time consuming. Negative company culture can be a big contributor to an employee’s decision to leave or to be less engaged. We have prioritized implementing and maintaining an intentional positive company culture by really listening to employees. In many companies you don’t see the executives or leadership team. In those companies the unspoken rule is you don’t talk to them and they certainly don’t talk to you. I am impressed daily with our leadership and how they connect with our team. Our President and CEO Marshall Hodge is out on the shop floor daily and knows the employees. This is an example followed by our entire leadership team.



PASSING THE TORCH



LINDA WARNER, EXECUTIVE & MEMBERSHIP SUPPORT NTMA

NTMA Announces Historic Leadership Transition for 2025

As we begin a promising new year, the NTMA proudly recognizes the dedication of our past and present leaders who have shaped our association. At the recent Engage 2024 event in Nashville, TN, NTMA's Chairman Gillen Young convened a special meeting of the Executive Committee, with attendees from across the country present, to elect the next Chairman for 2025.

In an inspiring milestone for NTMA, Bonnie Kuhn of Kuhn Tool & Die Company was elected as the first female Chairman of the Board. This historic election received a standing ovation from attendees, marking a proud moment of growth and diversity for NTMA and the precision manufacturing industry as a whole.



Kuhn Tool & Die Company has been a dedicated NTMA member for 34 years, joining the Association in 1991. Kuhn's longstanding involvement at both the national level and within the NWPA Chapter demonstrates her commitment to advancing NTMA's mission and supporting members across the industry. Her unwavering dedication and proven leadership promise to serve the association well as she guides the Executive Committee in 2025.



Alongside Bonnie, we are pleased to announce that Eric Hagopian of Pilot Precision Products will serve as Vice Chairman of the Board for 2025. Since joining the Executive Committee in 2021, Eric has been an active advocate for the industry, contributing to NTMA's Government Affairs Team over the past three years.

His expertise and advocacy work will continue to be invaluable to NTMA's vision for the future.

This leadership transition reflects NTMA's commitment to a vibrant and inclusive future for our industry, with leaders dedicated to the progress of precision manufacturing and the success of our members.

NTMA WELCOMES NEW REGULAR EXECUTIVE COMMITTEE MEMBER: MICHAEL PASCIUTO



The NTMA is pleased to introduce Michael Pasciuto of Custom Group, Inc. as a new 2025 Regular Executive Committee Member, replacing Gillen Young, who served two terms on the committee from 2019-2024. The Board of Trustees approved Pasciuto to serve his first term of three years, effective

January 1, 2025.

Pasciuto is the COO of Custom Machine, LLC, a precision manufacturing company located in Woburn, Massachusetts, and a co-owner of The Center for Manufacturing Technology (CMT). Custom Machine has been a member of the NTMA for 46 years. Pasciuto has worked in the manufacturing sector for more than 35 years and is an advocate for the promotion and growth of the industry.

Pasciuto has served on many NTMA teams including the Nominating Team, National Robotics Team and the Budget and Finance Team, and has been an active attendee and participant of both NTMA national and chapter events. He was also the trustee of the Boston Chapter for several years.

Please join us in welcoming Michael Pasciuto to the Executive Committee. We are excited for him to share his focus and insight with NTMA.

SPECIAL THANK YOU TO GILLEN YOUNG



The NTMA would like to extend our thanks to Gillen Young for his service on the Executive Committee from 2019-2024.

Young led as Chairman in 2023-2024 and Vice Chairman in 2021-2022. During that time he offered invaluable insight and direction to benefit NTMA

and the precision manufacturing industry. In 2024, he spearheaded the "Tell Our Story" initiative visiting several NTMA member companies in various chapters across the country with singer/songwriter, Tony Arata. This was just one of his many endeavors over the years, proving his dedication to each and every shop he visited.

Young's dedication and contributions to our industry are invaluable. As such, he was presented the L.A. Sommer Memorial Award at the Manufacturing Engage 2024, honoring his long and outstanding service to the Association.



CHAPTER CHECK-IN

STL NTMA HOSTS ANNUAL MEETING

SHELLI McINTOSH, CHAPTER EXECUTIVE, ST. LOUIS NTMA

The St. Louis Chapter of the NTMA hosted their annual meeting at full capacity in December.

The meeting featured a series of awards and presentations, culminating in a special tribute to Bill Bachman (Bachman Machine) as he retires from the company. Bill was a founding member of the NTMA organization. Following this recognition, Gillen Young, 2024 National Committee Chairman, inducted the 2025 Board of Directors.

Gillen read a moving speech made by singer/song writer Tony Arata at NTMA's 2024 Engage conference. Arata compared machining to Michelangelo's art of sculpting. He encouraged members to "tell their story" to enlighten the next generation of manufacturers.

Earlier in the day, Gillen toured four member shops: Chelar Tool & Die, Southwest Illinois College - Advanced Manufacturing Academy, LiveKey Tool & Die and Velocity Metalworks.

A presentation by Omar Nashashibi, NTMA lobbyist, was a highlight of the event. Nashashibi provided valuable insights into the industry's position in Washington D.C. heading into 2025. While acknowledging both positive and challenging aspects of the current landscape, Nashashibi's presentation was informative and generated considerable discussion and questions from the audience.



RMTMA CELEBRATES THE HOLIDAYS

BETTY VRCEK, CHAPTER EXECUTIVE, ROCKY MOUNTAIN TOOLING AND MACHINING ASSOCIATION



Nearly 100 people attended the RMTMA holiday party for an evening of great company, fun activities and heartfelt recognition. The event was a fantastic partnership between RMTMA and CAMA, bringing together manufacturers from across

the industry. It was an opportunity to connect and mingle with a diverse group of professionals, making for a truly memorable evening. During the party, the Chapter recognized two outstanding board members, Amy Primrose and Dave

Mariea, for their incredible dedication to RMTMA. There was something for everyone to enjoy from the ugly sweater contest to exciting raffle prizes. Laughter, joy and community spirit filled the air.

SOUTHERN CALIFORNIA GOLF OUTING

SoCal NTMA marked a successful golf outing in November at Strawberry Farms Golf Club. The chapter appreciates the golfers' and sponsors' support and commitment to the southern California manufacturing community.



MEMBER PROFILE: OBERG INDUSTRIES

**SAMI BARTEK, BRAND MARKETING & COMMUNICATIONS MANAGER, OBERG INDUSTRIES &
JIM HOFFMAN, GENERAL MANAGER, OBERG MEDICAL**



WHO WE ARE:

Oberg is a fully integrated precision contract manufacturer with a comprehensive range of capabilities, from prototype R&D work to full-scale large-volume production of mission-critical parts.

With over 77 years of experience, we offer the most extensive capabilities under one roof compared to any other machine shop in our sector. For our customers, we mitigate risks and ensure seamless operations.

WHAT WE DO:

Our brand is synonymous with quality and customer service. We don't take the easy route — we tackle challenges that other manufacturers avoid, providing innovative solutions tailored to specific needs. Our approach is relationship-based, not transactional, as we strive to be true, long-term partners for all our customers.

Recent investments in advanced technologies, including our 5X vertical milling center, enable us to deliver exceptional precision. From state-of-the-art stamping presses to cutting-edge grinding equipment, milling and lathe machinery and an advanced ERP system, we ensure top-notch performance at every stage.

WHAT WE DO REALLY WELL:

We excel in supporting a wide spectrum of needs, whether for large-scale programs or small, intricate projects. Offering an immense range of capabilities and expertise, we've seen and handled it all. Customers benefit from our Single Point of Contact (SPOC) approach, simplifying their experience.

Oberg is privately held, financially sound and focused on long-term growth. Where others might cut costs, we invest — we're different. Our commitment extends to working alongside our customers, ensuring tight tolerances and delivering feature-rich, mission-critical parts. When you choose us, you gain a partner who will invest right beside you.



WHY WE ARE MEMBERS OF THE NTMA:

We are members for a few reasons — networking, advocacy and industry standards. As the NTMA's largest company by measure of employees, we have come to appreciate the Association's benefits.

The networking provides a platform for us to connect with other businesses that can lead to new opportunities, partnerships or collaborations.



The association with Inside the Beltway represents our industry's interests at various governmental levels, advocating for policies that benefit the manufacturing sector. This gives us a voice to our elected representatives who can influence regulations.

The NTMA also helps with keeping us aligned to industry standards, which has helped us maintain our competitive advantage.

NEW NTMA EXCLUSIVE COMMERCIAL INSURANCE PROGRAM

AMERICAN MADE PROTECTION FOR "MADE IN AMERICA" MANUFACTURERS

PROPERTY | LIABILITY | AUTO | WORKERS COMP

- **Same Day** Response Times.
- Potential savings of **30% of more!**
- **100%** of our resources are dedicated to serving the manufacturing industry.
- Over 2,000+ policies in force



CALL: 626.217.9000 | TEXT: 626.653.5828 | info@dochterman.com | dochterman.com/ntma-members



BENEFIT PARTNERS

ADDA: DRIVING BUSINESS SUCCESS WITH HR SOLUTIONS

For small to medium-sized enterprises (SMEs) the challenge of competing with larger corporations can often feel insurmountable. Limited resources, tight budgets and the need to adapt to changing workforce dynamics put tremendous pressure on these businesses. This is where ADDA's tailored HR outsourcing services can make all the difference, offering SMEs the tools and expertise to not just survive, but thrive in today's competitive landscape.

UNDERSTANDING ADDA: A PARTNER IN PROGRESS

ADDA is more than just an HR service provider — it's a strategic partner for businesses aiming to optimize their HR functions and improve overall efficiency. With a focus on affordability and results-driven solutions, ADDA specializes in helping businesses of all sizes overcome HR challenges by providing:

1. **Customizable HR Services:** ADDA works closely with each client to design solutions tailored to their unique needs, from compliance management to employee relations.
2. **Expertise Across Industries:** ADDA's team brings insights from a wide range of industries, ensuring that SMEs receive top-tier advice and solutions.
3. **Cost-Effective Outsourcing:** Instead of bearing the overhead costs of maintaining an in-house HR department, SMEs can access ADDA's comprehensive services at a fraction of the cost.

KEY SERVICES THAT TRANSFORM BUSINESSES

ADDA's portfolio of services addresses the most pressing HR needs for SMEs:

1. **Compliance and Risk Management:** Employment laws and regulations are constantly

evolving, and failing to stay compliant can lead to costly penalties. ADDA ensures businesses are always up to date, minimizing risk and freeing up valuable time.

2. **Recruitment and Talent Retention:** Finding the right talent is only half the battle. ADDA supports SMEs in creating streamlined recruitment processes and developing strategies for retaining high-performing employees, ensuring long-term success.
3. **HR Technology Integration:** Leveraging cutting-edge HR software, ADDA introduces efficiency into processes such as payroll, performance reviews and attendance tracking. These tools save time, reduce errors and enhance the employee experience.
4. **Employee Engagement Strategies:** ADDA helps businesses foster a thriving workplace culture by implementing tools for gathering employee feedback, building competitive benefits packages and promoting open communication.

WHY HR OUTSOURCING IS A GAME-CHANGER

HR outsourcing is not just a cost-cutting measure—it's a strategic investment that allows SMEs to scale efficiently. Partnering with ADDA offers several distinct advantages:

Access to Expertise

ADDA's team consists of seasoned HR professionals who bring innovative solutions drawn from their experiences with diverse industries.

1. **Enhanced Scalability:** As businesses grow, their HR needs evolve. ADDA provides scalable services that adapt to these changes, ensuring uninterrupted support.

2. **Focus on Core Activities:** By outsourcing administrative HR tasks, SMEs can focus on driving growth and innovation without being bogged down by compliance and paperwork.

3. **Mitigating Risk:** Navigating complex labor laws is a daunting task. ADDA ensures compliance, reducing the risk of legal disputes and financial penalties.

ADDA'S VISION FOR 2025

As workforce dynamics continue to shift and technology becomes more integral to HR processes, the demand for agile and forward-thinking HR solutions is on the rise. ADDA remains at the forefront of these changes, offering businesses the tools and insights they need to stay competitive.

Proactive Compliance: ADDA keeps clients ahead of regulatory changes, minimizing disruptions.

Future-Proof Technology: With expertise in cutting-edge HR tools, ADDA ensures clients remain efficient and adaptable.

Customized Solutions: ADDA's approach is rooted in understanding each client's unique challenges, making its services a perfect fit for SMEs across industries.

THE ADDA DIFFERENCE

What sets ADDA apart is its dedication to its clients' success. By combining affordability with expertise, ADDA provides businesses with an unparalleled return on investment. For SMEs looking to navigate the complexities of HR while staying focused on their core objectives, ADDA is the ultimate partner.

Contact ADDA today to learn how their tailored HR solutions can elevate your business to new heights.

SUCCESSION+: DESIGN YOUR STRATEGIC EXIT WITH SUCCESSION PLUS

Succession+ is one of the nation's leading small business succession, transition, exit and value maximization consulting firms. Our team empowers business owners like you to increase the value of your business and plan for the biggest decision since starting your enterprise: stepping away from it.

While small business owners have traditionally sought succession advice from their CPA, attorney or a business broker, we at Succession+ have designed a more strategic, streamlined and proven approach to business transition and succession. Our team of Certified Exit Planning Advisors (CEPA), attorneys and financial professionals are completely focused on succession and exit planning — and we have either exited our own businesses or assisted numerous clients in successful transitions.

HELPING NTMA MEMBERS GROW NOW WHILE BUILDING VALUE

As a business owner in the tooling and machining industry, you're focused on running a strong and profitable business. At Succession+ we focus on helping you achieve those goals, now and into the future.

Our **5-Stage Plan for Business Succession** also provides you with tailored advice at each step to strengthen your business and build ongoing financial security.

UNDERSTANDING AND CLOSING THE VALUE GAP

A key part of that success begins in understanding your "Value Gap" — the difference between the current value of your business and the value you need for your exit.

Studies show that most small and mid-sized businesses have between 25% and 40% of untapped value within the business and can significantly improve efficiency and profitability without increasing revenue.

Our Succession+ team helps you create and execute strategic goals to close this Value Gap. Together, we identify specific actionable steps known "Value Drivers."

SETTING THE RIGHT GOALS

Succession+ experts work with you to define the measurable goals that will drive growth and enhance the value of your business, including:

- Financial goals
- Operational goals
- Organizational development goals
- Business "Attractiveness" goals (aka De-Risking)
- KPI goals

Succession+ is already making a difference for NTMA members located in the Midwest. After just 18 months of working with our team, a precision medical manufacturer increased the value of their business by 35%.

Scan this code now to receive a free report identifying your Business Enterprise Value and your Value Gap.

SUCCESSION+



Contact us for a complimentary discussion about your business and your goals -- now and for the next generation.

www.succession.plus/us

330-416-9271

Mark Dorman, AIF, CLU, ChFC, CEPA, CFBS

Managing Director



Here to Help



IN MEMORY OF WALLY HELLEBUSCH



It is with much sadness that we announce the passing of Walter (Wally) Hellebusch, the owner and founder of Hellebusch Tool & Die in Missouri. Wally passed away December 3, 2024 at the age of 78.

He received his education from St. Francis Borgia High School and Ranken Technical College in St. Louis. On Nov. 5, 1966, he wed Marilyn Bueker.

Walter started Hellebusch Tool & Die in 1973 and was still active in the business. He was currently a member of the Bank of Franklin County bank board and WCIC board as well as past president of the St. Louis Chapter of the NTMA, National Insurance Committee for NTMA, NADCA past president, Washington Chamber of

Commerce past president and Missouri State Chamber of Commerce. He was also involved in numerous church and school fundraising committees. Walter loved boating both on the river and at Lake of the Ozarks and enjoying a margarita with friends and family at Vista Grande.

He loved being a papa, teaching and supporting all of his grandchildren. His love and care for his wife Marilyn were truly selfless and full of compassion.

He was preceded in death by his parents, his wife and in-laws.

He is survived by his children, Jeffrey Hellebusch and Julie Agles; his siblings, five grandchildren and three great-grandchildren.

Wally's contributions to the NTMA and his leadership within the Association will be deeply missed. He was not only a skilled businessman but also a mentor, friend and advocate for the next generation of manufacturers.

Memorial donations can be made to St. Vincent DePaul Society or St. Francis Borgia High School in Washington, Missouri.



Wally Hellebusch speaking at last year's STL NTMA Annual Chapter Meeting. Hellebusch hosted in celebration of 50 years in business.

ENGINEERED CRAFTSMANSHIP GUIDES ATS NAME CHANGE

Advanced Tooling Specialists and its Advanced Foundry Specialists division have rebranded under the shared name ATS. The company continues its 30-year legacy of incorporating its signature engineered craftsmanship to its machine/build and automation, machine shop and foundry automation equipment to manufacturers across industries. ATS services a wide range of manufacturers, including food and beverage packaging, medical packaging, consumer goods and more.

"At ATS, we apply engineered craftsmanship to everything we design and build," said Brian Luebke, ATS vice president. "Consolidating the names of two divisions under the shared

name ATS reflects the fully integrated, holistic services we provide to our customers. The unique combination of our technical expertise, willingness to try new things and responsiveness helps us break through all boundaries or pain points to provide our customers with the highest quality products and services for their specific needs. The expanding nature of our services have broadened our market and industry reach that were potentially excluded from our previous branding."

Advanced Tooling Specialists was founded in 1993 by tool and die journeymen who had the desire to create specialized tooling. The company's unique approach goes

well beyond its founding tool and die and build-to-print machining services. In addition, today they offer custom machinery design and build, automation/integration and additional OEM services. In 2006, Advanced Foundry Specialists was formed to serve customer needs in the foundry industry, in building trim tooling, in hydraulic press systems and in automated finishing solutions.



MAXIMIZE MACHINING EFFICIENCY WITH VERICUT OPTIMIZER

Optimization for everyone



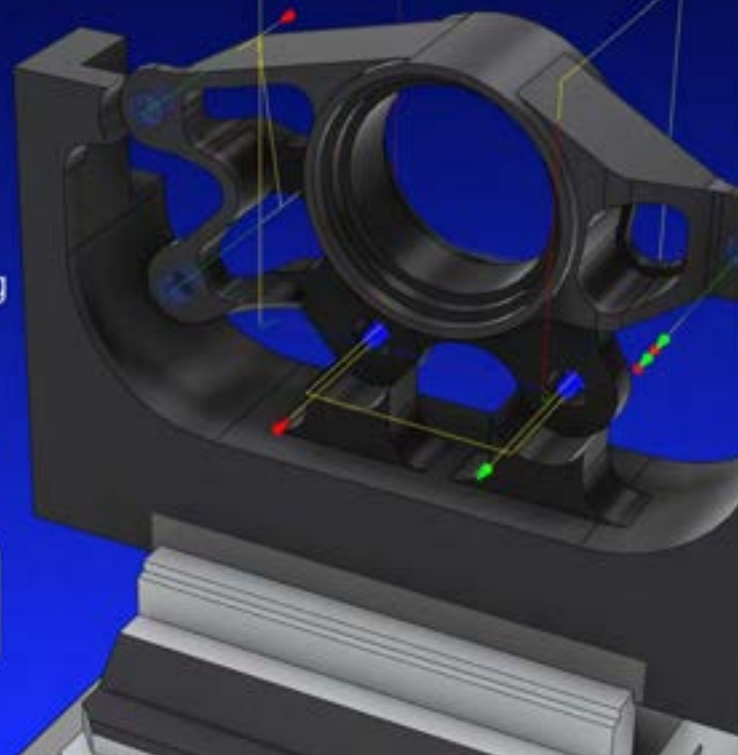


CAM Assist



- ✓ Remove CAM bottlenecks and make machining more efficient
- ✓ Save hours on every CAM task, from programming to estimating
- ✓ Leapfrog the competition by enabling your workforce with AI

Find out more:
www.cloudnc.com



MAT MAKES A GREAT TOOL

JENNY STUPICA, WORKFORCE DEVELOPMENT DIRECTOR, NTMA

Need an extra tool for your recruiting and training efforts? It's crucial to quickly assess whether a candidate — internal or external — has the basic mechanical aptitude needed for the job. Making the wrong choice can be costly and have long-lasting effects. That's where online testing comes in. Incorporating it into your screening and selection process can help you identify candidates who are most likely to succeed. It's also a great way to determine which employees could benefit from training opportunities to improve their skills.

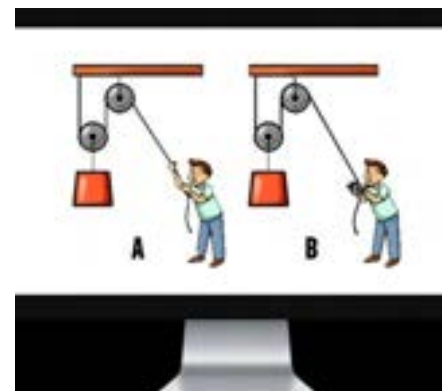
The NTMA Mechanical Aptitude Test is designed with input from industry pros to evaluate a candidate's grasp of basic mechanical principles and how they apply in real-world shop settings. It's a great fit for anyone who'll be working in a technical role around manufacturing equipment.

The test is split into four sections, each with 20-25 questions, taking about 20-25 minutes each to finish. Altogether, the test takes up to 2 hours and needs to be completed in one sitting. We

recommend having the test proctored at an employer's or school's location for the best results.

Here's a quick breakdown of the sections:

- **Mechanical and Spatial Relations:** This part tests your ability to picture and manipulate shapes, patterns and figures in your mind. You'll tackle questions about forming mental images, visualizing movement and working with 2D shapes and 3D objects.
- **Mechanical Reasoning:** This section focuses on understanding and applying mechanical principles. You'll solve problems using real-world manufacturing scenarios, analyze situations and interpret diagrams and figures.
- **Applied Mathematics:** Here, you'll demonstrate your knowledge of key manufacturing math concepts, like basic operations, unit conversions, geometry, trigonometry and the X-Y coordinate plane.
- **Theoretical Reasoning:** This section checks your logical thinking and



problem-solving skills through story problems, verbal comprehension and reasoning challenges.

Test results are available immediately, and if needed, they can be broken down by section. Bonus: the test can help students skip some or all of NTMA-U's Year 1 courses. If the test results meet the criteria, credit for those courses may be granted after review by NTMA National.

For more information, contact Jenny Stupica, workforce development director, at jstupica@ntma.org.

Modern Machine Shop

Your All-in-One Resource for the Latest Innovations in Metalworking



Subscribe, follow and join us — it all starts at MMSonline.com



Workforce WINS **NTMA**

For all the latest, follow us:



www.facebook.com/NTMANow



www.twitter.com/NTMATalk



www.linkedin.com/company/ntma



www.youtube.com/NTMANow

THE MANUFACTURING WORLD IN A WORD:

Industry visionaries share thoughts in the new series, "The World According To..." presented by IMTS+

BONNIE GURNEY, VICE PRESIDENT — STRATEGIC PARTNERSHIPS & INDUSTRY RELATIONS, AMT

To make a long manufacturing story short, IMTS+ asked manufacturing industry leaders to summarize their outlook in just one word in the new series, "The World According To..."

These visionaries represent leadership and change in manufacturing technology, and they bring a combined wisdom exceeding half a millennium to this new IMTS+ series. In a world filled with disruptive technology and events, listening to their words brings a sense of having a calm and confident captain guiding the ship:

Speed.

Jim King, President and Chief Operating Officer, Okuma America

Excitement.

Larry Robbins, President and Chief Executive Officer of SMW Autoblok USA

Continuous.

Dan Janka, President of Mazak and Chairman of the Board at AMT – The Association For Manufacturing Technology

Change.

Mike Defer, President and CEO, JTEKT Machinery Americas

Promising.

Brent Holden, President, Heimer USA

Optimism.

Eric Gershwin, Chief Executive Officer, MSC Industrial Supply

Digital Transformation.

Brian McMinn, Business Segment Manager, Siemens

Technology and Training.

Brian Such, President and COO, Marubeni Citizen-Cincom

Integrity.

Ken Merritt, Chief Operations Officer, SolidCAM

Evolution.

Michael Mugno, President of Tsugami America

Renaissance.

Solay Quaranta, Vice President of Sales, Tsugami America

Opportunity.

Mike Csizmar, Chief Marketing and Sales Officer, Horn USA

Curious.

Pat McGibbon, Chief Knowledge Officer (retired), AMT – The Association For Manufacturing Technology

"Our goal with 'The World According To...' series was to capture insight from the people guiding our industry. These leaders have innate understanding of how technology, trends and the world's macro issues converge to shape our lives," says Peter Eelman, chief experience officer at AMT. "Viewers of this new IMTS+ series will learn that the steady hand of leadership produces an infectious sense of untapped opportunities. The world is moving at supersonic speeds, and these leaders show us how they stay ahead of the curve."

CHARACTER COUNTS

The leaders in "The World According To..." series share the story of how they started in manufacturing. Several were born into it through the family business or got their start through friends. Instead of being born with a silver spoon, they pushed a broom and learned the operations from the ground up. One of the company presidents recalls showing up to his first job in a suit and tie, whereupon he was told to go home and change into jeans and a t-shirt because he was to clean machines. For another leader, self-learning AutoCAD 9 on an old IBM "opened up a whole new world to me."

While the paths to leadership are as varied as the individual, these subjects share common traits, including a crazy-strong work ethic, a dedication to life-long learning, a passion

for manufacturing, a drive for excellence in customer responsiveness and deep appreciation for the skills of their people.

TECHNOLOGY TRENDS

"The World According To..." is like watching a passion play for manufacturing, and that includes how technologies are evolving to provide higher accuracies, faster speeds, higher throughput and greater flexibility from CNCs, workholding, software and more.

Insightful takes are made, including noting that while we

need automation and AI, digital manufacturing doesn't move forward without a highly skilled workforce — and those are the type of jobs that will attract "a continuous pipeline of young folks" to enter the world of manufacturing.

From reshoring to change management, a theme emerges as manufacturing visionaries use terms that describe an unstoppable forward movement in a world of positive, unending motion. Catch the spirit of IMTS+ Original Series "The World According To..." on IMTS+. [IMTS.com/World-According-To](https://www.imts.com/World-According-To).

MFG2025

FEBRUARY 19-21, 2025 • SAN ANTONIO, TX

POWERED BY  

STRATEGIZE LIKE A GRANDMASTER

To win in today's fast-changing manufacturing landscape, you need a strategy that allows your company to plan several moves ahead. Checkmate your challenges: attend MFG 2025 to make sure your next moves leave your company standing tall.

REGISTER NOW AT
[MFGMEETING.COM](https://mfgmeeting.com)



From Our Partners

HEIDENHAIN



CO₂ TCO

+ Reduce your TCO and CO₂ footprint
Less cost and more sustainability

Save resources and make your manufacturing environment more cost-efficient. Products from HEIDENHAIN help you lower your total cost of ownership. You can increase your productive time, for example, with the smart functions of the TNC7. This new CNC control delivers faster results while preventing machine overload. Mean-

while, be sure to optimize your processes with machine data collection from the HEIDENHAIN StateMonitor software. You can even reduce your CO₂ footprint by up to 99% with the new generation of LC and RCN encoders, whose enhanced optics ensure reliable measurement without compressed air.

Innovations
for Digital
Manufacturing
Start Here

Visit us at IMTS 2024, Sept. 9-14
Main Booth 339440, South Hall
Student Summit Booth 121000, East Hall

HEIDENHAIN CORPORATION
www.heidenhain.us



INTERNATIONAL TECHNOLOGY TOUR 2025 INNOVATING ON A GLOBAL STAGE MARCH 30 - APRIL 5, 2025

Explore Italy's Manufacturing Excellence!

Reserve your spot on the NTMA 2025 International Tech Tour and gain a unique perspective as you go behind the scenes at world-class manufacturing facilities, including DMG MORI, SMW Autoblok, Speroni, and HEIDENHAIN. This year's journey begins in Milan and concludes in Rome. Connect with peers and National Associate Members to share experiences and exchange innovative ideas. Discover insights that will elevate your daily operations in unexpected ways. Let us handle the details, so you can focus on maximizing your experience from your arrival in Milan to your departure from Rome.



Preliminary Schedule for 2025

- **Monday, March 31st** – Tour at DMG MORI in Bergamo
- **Tuesday, April 1st** – Tour at HEIDENHAIN in Milan
- **Wednesday, April 2nd** – Tour at SMW Autoblok in Caprie-Torino
- **Thursday, April 3rd** – Tour at DMG MORI in Tortona & Speroni in Pavia
- **Friday, April 4th** – Tour at Ferrari in Maranello, then Bullet Train to Rome
- **Saturday, April 5th** – Departures out of Rome

HEIDENHAIN



DMG MORI

speroni

Represented by BIG DAISHOWA INC.

- Registration rate: \$795
- Host companies cover hotel and tour transportation (bus & train ticket);
- Attendees are responsible for airfare and transportation to and from airports.

Contact Kristen Hrusch for more
information & to register.

SCAN THE QR CODE TO REGISTER
TODAY!





NATIONAL TOOLING & MACHINING ASSOCIATION

1357 Rockside Rd.
Cleveland, OH 44134

MANUFACTURING AMERICA'S FUTURE.



**What's the Value of Your Business?
Let's find out today!**

SUCCESSION+US 

Value Maximization

Succession Strategies & Exit Planning

3rd Party Sale Preparation
Family Sale Preparation
Key Employee Sale Preparation
ESOP's

Employee Incentive Plans

Employee Share Plans
Phantom Stock
Stock Appreciation Rights



LEARN MORE @

SUCCESSION.PLUS/US/