

# MANUFACTURING MATTERS

SUMMER 2019

Helping New Jersey Manufacture Success

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## AN NJMEP SUCCESS STORY: WORKFORCE DEVELOPMENT

# THE AMBRIOLA COMPANY, INC

### BACKGROUND:

Since 1921, **Ambriola** has been committed to importing the finest Italian cheeses into the United States. The Ambriola Company, Inc. is the sole importer of the two most respected cheese brands from Italy, Auricchio and Locatelli. With a reputation for quality to uphold, The Ambriola Company is dedicated to keeping their staff current with the latest training and certification requirements.

### CHALLENGE:

The Ambriola Company has a Safe Quality Food (SQF) audit coming up and this requires the company to have a SQF practitioner with Hazards Analysis and Critical Control Points (HACCP) training on staff. The company recently hired Victoria Mollinedo, Quality Assurance / SQF Practitioner who obtained her Bachelors in Food Science from Montclair State University. She has experience with SQF audits but didn't have HACCP training previously. Without this accreditation,



Ambriola wouldn't have someone on staff that could manage the complexities of this critical process. Furthermore, they needed a HACCP trained employee that would not only handle future SQF audits but be able to pass down this training and knowledge to current and future employees.

### SOLUTION:

To address all these challenges at one time, The Ambriola Company, Inc. turned to NJMEP for training. Victoria attended the HACCP two-day course, led by NJMEP's very own Juliana Canale (Seafood HACCP & HACCP certified) where Victoria acquired essential skills to help her new role by becoming a source of knowledge for the rest of the organization. The course covered: Identifying hazards associated with raw materials and process steps and assign controls, determining the likelihood and severity



of raw material hazards and process hazards, identifying critical control points (CCPs) and defining critical limits, and evaluating a monitoring and verification procedure for CCPs.

### RESULTS:

- Victoria is now able to manage the SQF audit with her new HACCP certificate of completion of training.
- Due to the complex nature of HACCP management system, Victoria is now able to pass this knowledge and execution of HACCP material down to the rest of the team.

Victoria shared how she felt about her experience with NJMEP after completing the HACCP course:

"Juliana's HACCP course instruction was clear and detailed while presenting the material. She set up by explaining what she was going to teach us, summarized, and proceeded to teach, providing relevant real-life examples. She found out what we handled and catered examples to us to make the course meaningful. I have taken many similar food safety courses – this was very well done, which I attribute primarily to the instructor."

– Victoria Mollinedo, Quality Assurance / SQF Practitioner at The Ambriola Company, Inc. a Subsidiary of Auricchio S.p.A



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# Unionwear Maintains a Competitive Edge American Textile Manufacturer Thrives in New Jersey



Unionwear, an American apparel manufacturer based in New Jersey, celebrates the company's effort to implement lean manufacturing. Founded in 1992, today they employ 175 people. Mitch Cahn, president, and CEO uses his business as an example of why New Jersey is an ideal place to manufacture.

One reason Unionwear can remain incredibly competitive in New Jersey is its willingness to integrate best practices in order to create an efficient and productive manufacturing environment. Lean manufacturing is a strategy aimed at eliminating waste from production by applying processes and procedures that have a dramatic impact on the efficiency, effectiveness, and profitability of the company. Lean manufacturing utilizes many "common sense" strategies that might at first sound easy to put into action. However, creating a truly lean manufacturing operation can present challenges, and these processes and procedures are often difficult to maintain over time. There is a clear distinction between understanding the concepts of lean and implementing it on the shop floor.

"We had been struggling to implement lean manufacturing constantly for the last 12 years and it's a struggle because lean flies in the face of human nature," said Cahn, the company's president, and CEO. "The key principles to wrap your head around are reducing waste. Before we started lean manufacturing [employees] were spending 30 minutes working for every hat produced. They are now sending five minutes to produce a hat."

Lean manufacturing is centered around the idea of creating more efficient processes, working smarter not harder, and eliminating waste in all its forms. Cahn identified that employees were spending too much time searching for fabrics. If Unionwear was able to reduce the time it took to find the correct materials for one employee by 5 seconds, and that employee repeats that process 10 times a day, that could equate to just about three and a half extra hours that one employee can spend on production per year. Scale that up to an entire facility employing 175 individuals and the ROI is undeniable.

Additionally, Unionwear began to focus on "Made in USA"




branding. This proved to be a major selling point for American companies and Cahn was confident people were willing to pay a premium for 'Made in USA' products. He stated, "We do not have to be as inexpensive as goods made in China. We just need to be in the ballpark." They are able to maintain a competitive price point due to their implementation of lean as well as through a comprehensive grasp of proper supply chain management and computer automation.



*"We want stuff coming right off the truck and going into a product and then we want that product coming right off the production line and being shipped to a customer. That reduces our expenses of keeping inventory and storing inventory."* - Mitch Cahn

Cahn sits on the board of directors for NJMEP, a chairman of the Newark Workforce Development Board and a director of the Newark Regional Business Partnership. He is a champion of New Jersey manufacturing and insists the state offers an incredible environment for manufacturing because of its workforce, access to ports, and its manufacturing infrastructure.

His impression of New Jersey manufacturing comes from years of experience in the sector and state. Cahn's success is a testament to his leadership, the ability to implement lean, and brand his products as "Made in USA".

Unionwear worked with NJMEP to develop a comprehensive lean manufacturing plan and to put it into practice. NJMEP's lean manufacturing services are designed to make implementing this proven and effective business strategy manageable for a business of any size. For more information on lean manufacturing services, contact NJMEP and begin taking advantage of all the resources, support and experience available. 

# Unionwear Secures the Inaugural Manufacturing Reshoring Award


The Reshoring Initiative and SEAMS recognized Unionwear for their incredible work of keeping jobs in the United States. The Reshoring Initiative is an association working to bring well-paying manufacturing jobs back to the United States and SEAMS is the domestic textile manufacturing association.

Unionwear has 180 employees and manufactures hats, backpacks, and bags in their facility located in Newark, New Jersey. Mitch Cahn, president of Unionwear and NJMEP board member has been manufacturing in the U.S. for over 25 years. They stood strong against the mass exodus of American textile manufacturing in the 1990's and pushed forward despite much of the sector moving overseas.

The Manufacturing Reshoring Award was presented to Unionwear at SEAMS' annual conference in Savannah, Georgia on May 9, 2019.

Cahn was proud to learn his company was being recognized for its efforts in reshoring textile work. He stated, "We are thrilled to be recognized by the textile industry for our work in reshoring cut-and-sew jobs, especially now that the new tariffs make domestic sourcing of hats and bags more attractive." Cahn credits much of his success to the company's technological advancements, lean manufacturing processes, and a Made in USA branding effort.

"Promotional apparel is really more of a B2B business than the fashion industry, and we have grown by capitalizing on businesses eager to co-brand with the Made in USA label," explained Cahn. "Once we decided to do 100% of our manufacturing in the USA, the next step was to invest in technology to highlight all the advantages domestic manufacturing has to offer – high mix, low volume, quick turn."

Unionwear is featured on the NJMEP's website as a lean manufacturing success story. Cahn identified the value lean manufacturing can offer and immediately saw this as a way to reduce costs and increase productivity. After working with NJMEP to enact a lean transformation in 2006 – 2008, Unionwear ensured every minute working is spent creating value. 





## 2019 GLOBAL BUSINESS SUMMIT

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8:00AM - 11:00AM

**KEYNOTE SPEAKER**



**Ian Steff**  
Deputy Assistant Secretary for Manufacturing  
Performing the non-exclusive functions and duties of the Assistant Secretary for Global Markets and Director General of the United States and Foreign Commercial Service  
U.S. Department of Commerce  
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EXPERIENCES



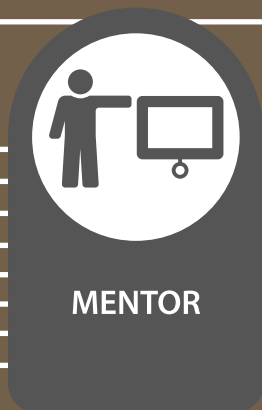
KNOWLEDGE



GOAL



SKILLS



MENTOR

# WORKFORCE DEVELOPMENT

NJMEP's Comprehensive  
Solution to New Jersey's  
Manufacturing & Logistics  
Skills Gap





# The Degree Dilemma – The True Value of Apprenticeships

By Michael Womack, Marketing Outreach Coordinator, NJMEP



**F**rom an early age, children in the United States are told that the only way to get a good job is to get a four-year college degree. Often, the type of degree isn't even the focus. All that matters is that they bury themselves in debt and receive their bachelor's degree. This thinking has led to Americans acquiring the most student loan debt in history<sup>1</sup>. After graduation, they walk into a job market saturated by individuals coming out of college. Graduates struggle to find full-time work, and often, the jobs they do manage to secure are rarely in the field they studied in school.

College doesn't have to be the only path for a high-school graduate. There are a variety of pathways a high school graduate can take to secure work and live an economically stable life. The manufacturing industry is experiencing a resurgence. In New Jersey alone manufacturing clusters produce \$156 billion in annual output<sup>2</sup>. More than 11,000 manufacturing businesses, STEM firms, and TLD companies employ over 1 million people. These businesses offer an average annual salary upwards of \$92,000 in the Garden State.

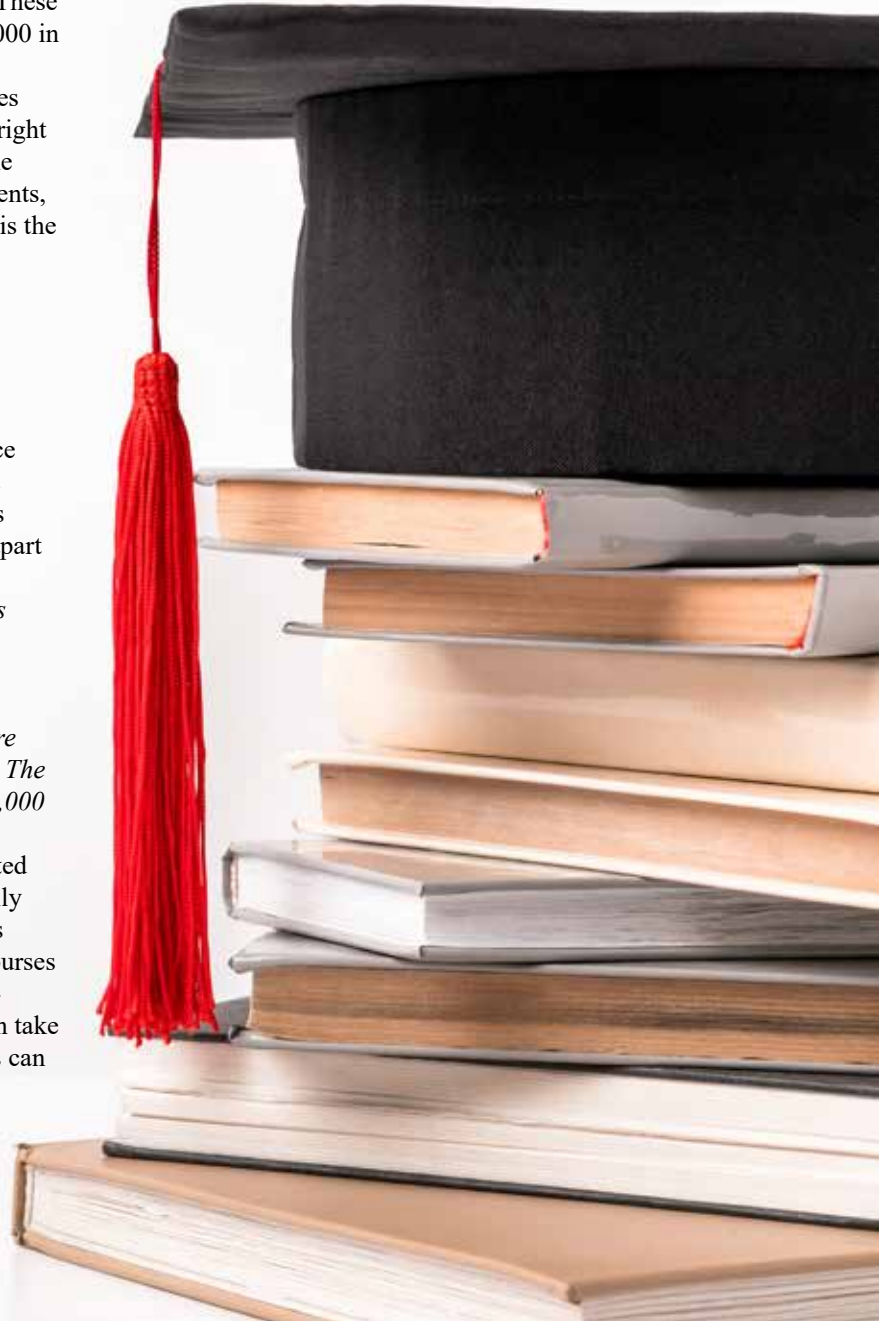
Manufacturers are actively seeking to hire new employees with specific skills. However, finding individuals with the right skill sets has become increasingly difficult due in part to the stigma associated with the manufacturing industry and parents, teachers, and media pushing the idea that a college degree is the only way to succeed in today's world.

## Apprenticeships – The True Value

Manufacturing careers provide steady work but there are also incredible opportunities for vertical growth and professional development. An apprenticeship is an ideal way for manufacturing businesses to upskill their workforce and position employees to take on critical roles throughout a company. Many manufacturers invest in their employee's education to ensure they develop new skills that set them apart and put them in a position to become future leaders.

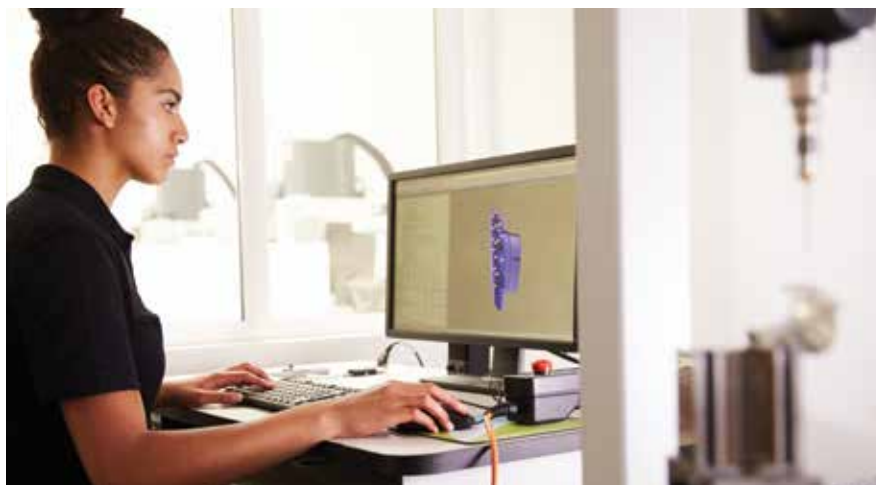
*In 2017, there was an average of 30 annual job openings for Computer-Controlled Machine Tool Operators. These individuals rely heavily on computer-controlled robotic machinery. They listen to machines to detect and fix malfunctions and use precision measurement tools to ensure finished products conform to specifications and blueprints. The average annual compensation ranges from \$33,000 to \$53,000 in New Jersey without a college degree<sup>3</sup>.*

Registered apprenticeship programs like the one connected to NJMEP's Pro-Action Education Network™ are nationally recognized by the United States Department of Labor. This means these credentials are valid in all 50 states and the courses include all essential materials. Additionally, NJMEP's Pro-Action Education Network™ Apprenticeship Programs can take 1 year to 1 ½ years whereas other apprenticeship programs can take between four and five years to complete.





College doesn't have to be the only path for a high-school graduate. There are a variety of pathways a high school graduate can take to secure work and live an economically stable life.



### Apprenticeship Near You – How Individuals Gain

When weighing the options between a college degree and joining the manufacturing industry, there are some extremely valuable benefits when beginning the journey to becoming an apprentice. An apprentice must already be employed by a manufacturer for at least 30 days. Work is already secured for that individual and the added stress of accumulating debt while working on their education is eliminated. Furthermore, businesses continue to pay individuals taking part in an apprenticeship program their hourly wage, even while they're away from the facility participating in the classroom section of an apprenticeship program. Apprentices are being paid to gain additional education that will help them become more valuable employees and advance their careers.

### Apprenticeships Benefit Business

The businesses that invest in their employees benefit as well. When employees see their company investing in their education and future, loyalty skyrockets. Apprentices are being groomed to play essential roles within their employers' business. After experiencing that commitment for themselves, they are much more likely to remain at that company. Beyond loyalty,

apprentices can have a direct impact on a business's bottom line. The skills and education acquired throughout their journey are directly related and tailored around their current role through On the Job learning. Increased production, efficiency, and gaining more in-depth knowledge of their roles and responsibilities are all results of the training they receive.

College isn't the only career path, and that's just fine. There are options available for those interested in exploring a different path. The manufacturing industry has made incredible strides in terms of technology, innovation, and culture over the past decade and there has never been a better time to join the workforce. Apprenticeships provide an incredible way for high school graduates to advance their education, salary, and value as well as helping businesses improve their bottom line and secure a legacy. Apprenticeships are truly a mutually beneficial arrangement between employee and employer. 🧩

1 <https://www.forbes.com/sites/zackfriedman/2019/02/25/student-loan-debt-statistics-2019/#b871e8c133fb>

2 NJMEP. (2019). Executive Summary. State of New Jersey Manufacturing Industry Report 2019, 4-6

3 New Jersey Department of Labor and Workforce Development, Office of Research and Information





SKILLS

# 100% Pass Rate on MSSC Safety Module



## NJMEP's Pro-Action Education Network™ - Industrial Manufacturing Production Technician Apprenticeship Program

**M**anufacturers across the globe are struggling to recruit qualified workers. New Jersey manufacturers are feeling the pressure of this dwindling talent pool, even with a highly educated workforce and the state's long legacy as a manufacturing leader. Business owners throughout the state have expressed recruitment and workforce availability to be a leading pain point.

The Pro-Action Education Network™ is designed to...

1. Prepare students and workers to fill open positions
2. Refresh the skills of incumbent workers
3. Assess and pool the demand for education and training across geographic and institutional boundaries
4. Facilitate collaboration between education and the workforce

Part of the Pro-Action Education Network™, NJMEP is offering an Apprenticeship Program that follows the guidelines set forth by the Manufacturing Skill Standards Council (MSSC). With MSSC credentials, an employee gains the knowledge and ability to contribute to the manufacturer's productivity and global competitiveness.

MSSC is an industry-led, and federally recognized training, assessment, and certification system focused on providing the skills and knowledge needed by today's manufacturing workforce. Endorsed by both the National Association of Manufacturers as well as the Department of Defense, manufacturers are actively recruiting skilled workers with MSSC credentials. Furthermore, current manufacturing workers can use what they learned while obtaining MSSC credentials to contribute even more to their company.

There is a lack of individuals in the state with this certification or any of the experience needed to help drive a manufacturing operation forward. Up-skilling incumbent workers is the ideal way to cultivate a robust manufacturing workforce. The skills manufacturers are actively seeking have become more difficult to find. Businesses want workers that have critical certifications and comprehensive industrial training.

Part of the NJMEP Pro-Action Education Network™, companies can sponsor employees to take part in a Registered Apprenticeship program.

**NJMEP is taking a proactive approach to workforce challenges in New Jersey.**

NJMEP's first apprenticeship class is for Industrial Manufacturing Production Technicians (IMPT). This class consists of apprentices from 10 companies. The students began the journey to develop the skills their employers need in April of 2019. Through a combination of

On-the-Job learning and classroom instruction, they will work their way through all four modules of the MSSC certification.

MSSC Certification is broken down into four modules, consisting of...

- MSSC Module #1 Safety
- MSSC Module #2 Quality
- MSSC Module #3 Process and Production
- MSSC Module #4 Maintenance Awareness

The first Industrial Manufacturing Production Technician apprenticeship class passed the Safety Module of the MSSC certification with flying colors. 100% of the class passed the first portion of the certification.

Through engaging the class, providing support, and preparing students for the test, NJMEP was able to ensure every student was not only thoroughly prepared for the test but had a strong understanding of the course material which they can then bring back to their employers.

NJMEP's Main Service Areas:

- Pro-Action Education Network™
- Business Development Services
- Contingency and Emergency Planning
- Destination Innovation
- Energy Alliance Program
- ExporTech™
- Human Resources Solutions
- Lean Business Solutions
- Quality Management Systems & ISO
- R&D Tax Credits
- Six Sigma
- Supply Chain, Transportation and Logistics Services



# A Bridge for the Skills Gap

## NJMEP's Pro-Action Education Network™

**M**anufacturing is alive and well in New Jersey, employing over 1 million across the state. When any of the 11,000 manufacturing, STEM firms or TLD companies need training or consulting, the NJMEP is often where they turn. With New Jersey manufacturing clusters contributing over \$150 billion annually to the economy, having a partner they can trust, the experience and experts to generate results is essential.

The NJMEP is a private, not-for-profit organization that improves the profitability and competitiveness of New Jersey's manufacturers.

Backed by the National Institute of Standards and Technology (NIST), the NJMEP enables organizations to enhance their productivity and efficiencies, reduce costs, and improve employee performance. For more than 20 years, the NJMEP has provided New Jersey manufacturers with the resources and services these businesses need in order to thrive. A proven track record of success helping these businesses adapt to innovative technologies and best practices have led to over \$3.4 billion in realized revenue for their clients. The NJMEP services are categorized into three areas: Operational Excellence, Innovation and Growth and Workforce Development.

The manufacturing industry in New Jersey and across the country has progressed incredibly far over the past few years. Manufacturing offers incredible employment opportunities in advanced industries, using innovative technologies, offering competitive salaries as well as vertical professional growth potential. Manufacturing today is not the dark, dirty, dangerous industry people imagine. Many facilities are more reminiscent of a high-tech laboratory rather than those grainy black and white videos of the first Ford factory.

Companies across the Garden State are actively seeking new workers, offering benefits that rival other entry-level jobs. With the stigma facing trades, schools began dropping shop and mechanical classes leading to a rapid and substantial decline in qualified workers for these high-paying positions. Known as the skills gap, the industry is struggling to fill roles and each year they face the challenge of an aging workforce. Finding qualified workers continues to be a primary challenge for these New Jersey manufacturers. The Pro-Action Education Network™ was developed to overcome this monumental pain point.



Pro-Action Education Network™ developed by the NJMEP is a framework that can be scaled and replicated across sectors. Its goal revolves around educating and training students and workers to fill open positions, refresh the skills of incumbent workers, assess and pool the demand for education and training across geographic and institutional boundaries, and facilitate collaboration between education and workforce development. Pro-Action Education Network™ explores current market demand and collaborates with education and training partners to assist in training and connects with higher education to organize course materials, ensuring these programs meet accreditation requirements.

Pro-Action Education Network™ includes multiple pathways for the students and workers involved in the program to provide various options for the individuals that take part. Below are the five different opportunities for students, workers, and businesses involved with the NJMEP's Pro-Action Education Network™.

- 1. Pre-Apprenticeship & Foundational Credentials - MSSC, SME/ToolingU** - where you can bring someone on-board in the shortest period of time but require additional training. For Incumbents & New Hires.
  - 2. Open Enrollment 'Career Advancement' Training** - where Incumbent Workers can gain enhanced skills to apply to their job - or - the next position at your organization. Upskill and grow.
  - 3. Assessment & On-the-Job Training (OJT)** - NJMEP can deliver assessments to help businesses select the best candidate for the job. Additionally, NJMEP can help organizations plan the On-the-Job training for new hires.
  - 4. Apprenticeships** - the ultimate in building a team ready for the next levels of employment, as you combine Foundational Learning with OJT with County College... and build your organization for the future.
  - 5. Train the Mentor** - focuses on training for designated employees who will oversee the development of apprentices as well as overall leaders within an organization.
- Manufacturing continues to struggle with an outdated stigma associated with the industry. Parents, children, high school and college graduates may not understand how far manufacturing has come. Many look down on this kind of skilled employment however, without a strong manufacturing presence, the New Jersey economy would be in a precarious situation. NJMEP will continue to drive New Jersey businesses forward. 🌈



EXPERIENCE

# Q & A with Ray Martinelli, Veteran and Logistics Specialist

## Pulling Back the Curtain on the NJMEP Transportation, Logistics, and Distribution Program

*Ray Martinelli is a Marine Corps veteran with over 12 years of experience leading large teams and implementing innovative and results-driven business functions. He is transitioning roles within NJMEP from the Subject Matter Expert for the Transportation, Logistics, and Distribution program to Cyber & Supply Chain Program specialist. Ray also assumed the role of VP for Apprenticeships and Skills Development for the NJ State Veterans Chamber of Commerce and plays an active role in the veteran community.*

*NJMEP's Mike Womack, Marketing Outreach Coordinator sat down with Raymond to learn a little more about his former role as the Subject Matter Expert of the Transportation, Logistics, and Distribution program and to find out what this program meant to New Jersey and the companies that call the Garden State home.*

### **Mike: Can you describe the program you're currently involved with?**

**Ray:** Currently I am wrapping up my role here as the Subject matter Expert on Transportation, Logistics, and Distribution program for the NJ Department of Labor and Workforce Development Industry Partnership and transitioning into the Cyber & Supply Chain Program Specialist for NJMEP.

### **Mike: What do you see was the most valuable aspect of these programs?**

**Ray:** The most valuable aspect of both these initiatives, by a wide margin, are engagements with businesses. By being engaged, we can learn what those businesses need. By learning and servicing those needs we can help our company evolve for the industry needs as they evolve. We never proclaim to know it all, but we know how to assist business growth and assist in streamlining their business flows.

### **Mike: Who's involved? What entities? And what's the target audience?**

**Ray:** From our (NJMEP) standpoint, every single employee is involved, from the CEO to the Accounting Department, to the Human Resources, to the Account Managers; everyone. We are not the leaders of making widgets and we do not know how to reshape the science of rockets, but we do know manufacturers in the state that do, and we can help make introductions while we work with you to create a better and more robust business for you.

The target audience are the more than 10,500 Manufacturers and more than 11,000 TLD companies in the state of New Jersey. We do not stop there though, we also target the state workforce of unemployed, underemployed, and re-entry personnel. The target is also those not yet in the workforce such as high school and pre-teen grades, as they need to make sure they are ready and available to enter the work-

force but also need to have a sustainable career pathway once they do.

### **Mike: What was the ultimate goal of these programs?**

**Ray:** Our Manufacturing Extension Program (MEP) mission statement is to strengthen manufacturer's competitiveness by enhancing productivity, performance and profitability. As a trusted advisor to New Jersey manufacturers, we leverage our staff and resources to help identify areas of improvement and streamline processes.

To expand a little, we want to re-introduce the industry of 'Manufacturing', which is not just the machining of parts. It is manufacturing optics for sensitive machine work, manufacturing and compounding of pharmaceuticals, food service manufacturing, and creating a wide variety of products, components, and other consumable goods. In addition, our goal is to provide opportunities for small and medium size companies, so they have just as many options to determine their organizational pathway as the large ones.

### **Mike: How long have you been involved?**

**Ray:** I have been at NJMEP for about a year and a half. Ultimately, I have been involved with both logistics and supply chain as well as cybersecurity since my time in the Marine Corps, or for my entire professional career. In terms of years, we will just leave it as "safely over 20".

While a U.S. Marine I was responsible for the operational capabilities of an artillery Battalion to ensure the budgets fit to the operational tempo while also guiding and training, maintaining our units' maintenance, management, and deployment schedule. This is a large responsibility that included reporting to the senior levels of the Department of Defense and Marine Corps monthly. There was a code of 3 to live by in that role; do not be the reason for restricting op



tempo, do not be a leak, and finally do not be wrong. This is exactly the foundation that has allowed me to lead in the many progressive roles I have held since. Some of those roles were managing operations for a Less than-Truck-Load (LTL) freight forwarder for the Northeastern U.S., handling the imports from the Far East for a large garment company, managing the operations for a bulk chemical distributor in the Northeast, many consulting and third party logistics roles for Fortune 500 and Global 1,000 companies integrating technology, operating and managing fleets, and upgrading operational capabilities for my clients.

**Mike: Have you seen any positive results from the programs?**

**Ray:** Absolutely, there have been many positive results! Wow, where to start? So, one big positive was through the Industry Partnerships was the creation a new career pathway for the NJ workforce. A Diesel Technician training program at New Community Corporation in Newark, NJ was funded under a NJ Department of Labor and Workforce Development grant. The success of that program and achieving many other results for the local businesses have been very well received by businesses in the state.

We are taking all that success and have been able to create many opportunities for advancement of the career pathways with the Career Technical Education (CTE) and Vocational and Technical school districts in Transportation, Logistics, and Distribution. By including these school districts, we can increase the capabilities for unemployed, underemployed, and re-entry workforce advancement which now provides completely new career pathways and not just jobs or credentials that do not equate to hiring.

**Mike: What do you want people to know about NJMEP?**

**Ray:** First, as a business they need to investigate partnering with NJMEP if they have not already. These programs and opportunities are only available to businesses we work with. There are many funding vehicles available such as cash, scholarships, or perhaps even grants, yet the only way to determine what works for the individual business and each program is to engage and become a client.

Next would be to decide what is the focus or needs for the short term 1, 3, or up to 5 years. I refer to that being short term as it takes a lot to get moving, and we cannot help overnight, but once started there are many options that present themselves as earlier programs or projects are completed.

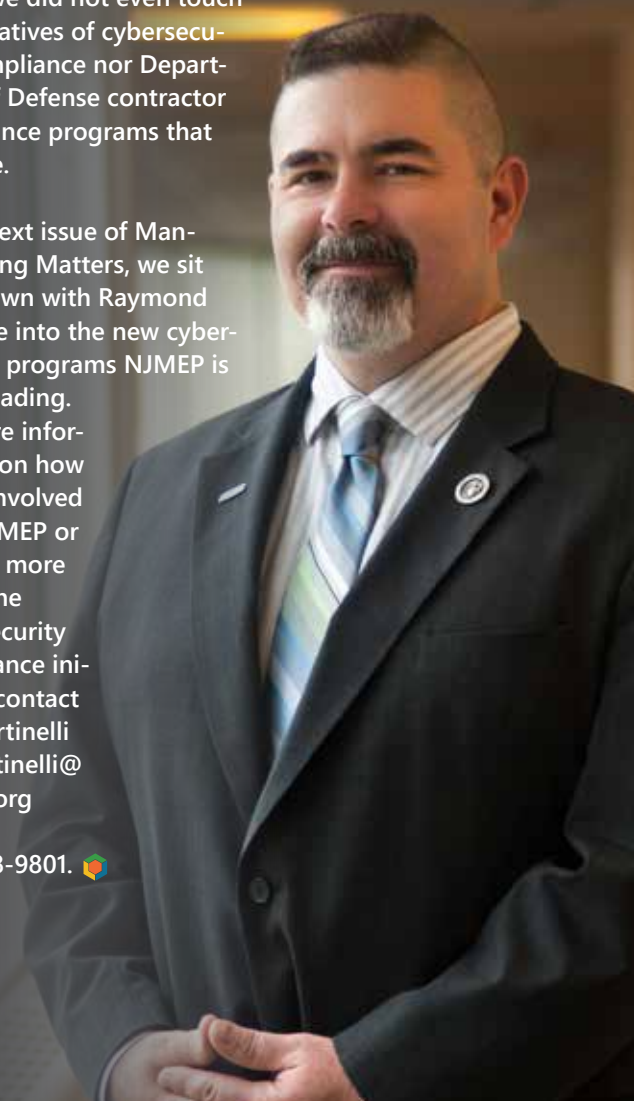
Finally, every business should know that as a not-for-profit business guided by the National Institute of Standards and Technology (NIST) NJMEP is usually the most economical partner in the state. Also, NJMEP has no single product to push or "sell" a business; everything we do is completely customizable to, and for, your business. The NJMEP model is to partner with businesses to oversee and evaluate their programs to assure there is a positive return on the dollars

already invested. We proudly share those national NIST MEP metric dollars returned to dollars spent is 14.4-to-1 Return on Investment nationally, and NJMEP specifically provides a 15.3-to-1 ROI here in New Jersey. As a business, how many other of your vendors can boast that type of ROI for you?

**Mike: Do you have anything else you'd like to add?**

**Ray:** The points I made are simply the tip of the proverbial iceberg. There are so many details that I cannot possibly list them all. For an example, we didn't even touch the work we do with the legislatures of this state, the advocating for better connectivity of the lawmakers and manufacturers, bringing the Manufacturing Caucus together for many things. We could talk for an hour on the apprenticeship programs currently underway and the \$596,000 apprenticeship, and \$392,710 Pre-apprenticeship (respectively) NJ Department of Labor and Workforce Development grants. We can list lengthy kudos and congratulations we receive from the businesses we work with. The events we hold such as Manufacturing Day in October or the State of the State of Manufacturing in March, and many other ways for businesses to boast of their products Made in New Jersey. Lastly, we did not even touch the initiatives of cybersecurity compliance nor Department of Defense contractor compliance programs that we have.

In the next issue of Manufacturing Matters, we sit back down with Raymond and dive into the new cybersecurity programs NJMEP is spearheading. For more information on how to get involved with NJMEP or to learn more about the Cybersecurity Compliance initiative, contact Ray Martinelli at [rmartinelli@NJMEP.org](mailto:rmartinelli@NJMEP.org) or call 973-998-9801. 





MENTOR



# NJ Apprenticeship Signing Day

Commissioner Robert Asaro-Angelo and NJMEP CEO, John W. Kennedy Propel Manufacturing Forward

**June 7, 2019 marked the first Apprenticeship Signing Day for New Jersey manufacturers.**

**The event honored the students, companies, and organizations involved with NJMEP's Pro-Action Education Network™.**

**F**riday, June 7, 2019 was an incredible step forward in the initiative to help drive New Jersey manufacturing forward. NJMEP hosted the first Apprenticeship Signing Day, to celebrate the companies and apprentices involved with NJMEP's Pro-Action Education Network™. This program was developed to help provide pathways for individuals to begin or advance their career in manufacturing and related sectors. To honor the companies, students, and government officials involved in NJMEP's push to bolster the New Jersey manufacturing workforce, Signing Day was devised.

Signing Day was a glowing success. The Commissioner, Robert Asaro-Angelo of the New Jersey Department of Labor and Workforce Development and John W. Kennedy, CEO of NJMEP signed a proclamation of commitment for each company with apprentices enrolled in the program. Beyond the actual signing, the event included additional activities for all those that attended.

## **New Jersey Apprenticeship Signing Day at NJMEP**

Signing Day officially started at 1:00pm with a Networking Event. Before the commissioner arrived, the attendees had time to speak with other business leaders about their services and the challenges they faced. NJMEP set up booths around the office to showcase additional services beyond those included in the Pro-Action Education Network™ as well. This time was intended to give these businesses time to network and discover additional ways in which they can improve their operations, whether that is through a mutually collaborative arrangement with other manufacturers or investing in consulting and training services like the Lean Manufacturing or Six Sigma Open Enrolment classes.

The Skill Boss was another highlight from the Signing Day's networking event. This machine is used throughout the Industrial Manufacturing Production Technician apprenticeship program to provide students a worry-free way to learn about critical industrial processes. From computer-controlled systems to pneumatic controls and troubleshooting, Skill Boss is an innovative system designed to make the classroom learning portion of the apprenticeship more realistic and give students to the opportunity to get hands-on with these critical systems.





## Keynote Speeches

Once the networking event wound down and people began to settle into one of NJMEP's training rooms where apprenticeship classes take place, select individuals began their keynote speeches. Speakers included; Patricia Moran Ph. D., Director of Apprenticeship Programs at NJMEP, John W. Kennedy Ph. D., CEO of NJMEP, an apprentice currently enrolled in the Industrial Manufacturing Production Technician program, a representative from one of the companies sponsoring an apprentice, and Robert Asaro-Angelo, Commissioner of the NJ Department of Labor and Workforce Development. Each of them offered a unique perspective and shared their insights about the apprenticeship program with the rest of the attendees.

### Patricia Moran

The Pro-Action Education Network™ is a joint effort by everyone at NJMEP and their partners, however, Patricia Moran's leadership has been essential in achieving its goals. Patricia is an educator at heart and has been involved with workforce development for decades. She plays a critical role within NJMEP and is instrumental in driving forward the apprenticeship program and the other pathways within the Pro-Action Education Network™.

Her speech began by explaining the reason why this event was taking place, which is to honor the commitment by the employers and apprentices involved with the first two Industrial Manufacturing Production Technician classes. Moran continues, focusing on how this Registered Apprenticeship program is



essential in building the New Jersey economy, closing the manufacturing skills gap, and helping these students advance their careers within the company. Her excitement was impossible to contain, speaking from the heart about why this program is groundbreaking as

well as beneficial for everyone involved. After a few more 'thank you's', she gave John W. Kennedy the floor.

### John W. Kennedy

John W. Kennedy, CEO of NJMEP was the next speaker to address the crowd. After thanking the attendees, he made a point to mention the new partnerships and relationships that have come out of this monumental initiative. The CTE schools, the SETC, the companies that sponsored the apprentices and resource partners all play a critical role in addressing the manufacturing skills shortage. John W. Kennedy quickly turned the conversation toward different pathways in life. He emphasized how "we" [society], have been hooked on the idea of everyone needs to go to college in order to have a successful career. There was a considerable amount of emphasis on the importance of exploring additional career pathways that don't require an individual burying themselves in student loan debt.

After spending time speaking about career pathways, John W. Kennedy mentioned why apprenticeships are near and dear to his heart. This was one of the paths he took in order to jumpstart his own career. With four college degrees of his own, he is the ideal case study for how an apprenticeship provides a massive step forward to help propel an education fueled journey through the professional world. John W. Kennedy wrapped up his speech by presenting the Certificate of Registration of Apprenticeship Program awarded by the US Department of Labor which establishes that NJMEP's apprenticeship program is in accordance with the basic standards of apprenticeship established by the Secretary of Labor.



### Company Insight

Annette Oswald, HR Director at Komline-Sanderson Engineering Corp. took to the front of the room to offer impressions from the employers' perspective. She began by thanking NJMEP and the Department of Labor for allowing "something like this to happen". Oswald expressed that her company has been waiting for action to be taken about bolstering New Jersey's manufacturing workforce. The company hires highly skilled and technical individuals that require the right education in order to perform essential duties. They've struggled to find people to fill job openings but now they have NJMEP's apprenticeship program to help with their employment challenges.

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Komline-Sanderson isn't alone in their struggle to find skilled workers. The skills gap is a serious concern for manufacturers world-wide and in nearly every vertical. Komline-Sanderson is in the position to excel by utilizing NJMEP's apprenticeship program to upskill their current workforce. Oswald concluded her speech by outlining additional ways the apprenticeship program has helped their company, beyond offering the one on one training provided throughout the apprenticeship. These benefits include, enhancing the relationship between the employer and employee, boosting employee morale, and building a sense of loyalty on the employees' side as well as the employers' side.



## Apprentices Insight

Next up was an apprentice currently enrolled in the program. Coming from Exothermic Molding Inc., this individual shared his own exceptional story about what brought him to the NJMEP apprentice program. A unique case, he started off going to a community college but soon after found himself in legal trouble. Forced to drop out and restart his life, he went looking for work in order to survive. He was given the opportunity to work for one of New Jersey's manufacturers and the company never looked back. Proving himself to be an exemplary employ and incredible student within the apprenticeship program, he has reinvented himself and is working to become a leader in his role at Exothermic Molding Inc., as well as a leader in life. 🧠

Patricia Moran, Director of Apprenticeship Programs and Bob Lipka Apprenticeship Field Manager from NJMEP were invited to visit the Newark Tech campus to meet the senior graduating class. Carmen Morales, Principal, and Jenabu Williams, Vice Principal, gave Patricia and Bob the opportunity to meet approximately 100 students. The audience consisted of the senior class and the conversation centered around New Jersey manufacturing career opportunities.

Vice Principal Williams expressed the importance of exploring varied career options and how it is important to learn



KNOWLEDGE



from those who have worked in their respective business fields. His enthusiasm and introduction provided Patricia and Bob with an extremely attentive audience. They shared their own business and career experiences regarding how they made life choices which shaped career development and how these choices lead to their present roles. Patricia Moran then presented an overview of the manufacturing industry and the types of career advancement options that exist in today's advanced manufacturing companies. She also shared the associated salaries for these types of positions which are incredibly competitive and attractive income opportunities.



# Addressing the Workforce Challenges of New Jersey Manufacturers



**N**ew Jersey is a powerhouse for manufacturing. Over 11,000 manufacturers currently call New Jersey home.

Easy access to ports, infrastructure, and an educated workforce makes the Garden State an attractive choice for manufacturers. However, manufacturers in NJ are forced to confront the reality of a labor force that is nearing retirement or recent high school students choosing college as their immediate next step after graduation. The manufacturing industry throughout the nation is facing the same challenge. NJMEP is creating a solution for manufacturers in New Jersey.



NJMEP developed the Pro-Action Education Network™ to address the workforce challenges holding New Jersey manufacturers back from reaching their full potential. Recruitment and training are the overarching concepts behind the program. Through five unique pathways, the program is designed to capture the attention of high school students before they graduate, provide manufacturers with a partner to enroll employees in a Registered Apprenticeship program, give mentors access to additional training to advance their leadership skills, and offering ‘Career Advancement’ training to give employees the skills they need to contribute more to their employer.

The NJMEP Pro-Action Education Network™ is a statewide, scalable platform to...

1. Prepare students and workers to fill open positions
2. Refresh the skills of incumbent workers
3. Assess and pool the demand for education and training needs.
4. Facilitate collaboration between education and workforce development stakeholders

Working closely with Community Partners, CTE schools, Vocational/Technical Schools, Community Colleges, and over 25 Career Centers, NJMEP is creating multiple career pathways for students associated with the Pro-Action Education Network™. NJMEP monitors employer demand to give recent graduates, incumbents, and dislocated workers the skills they need to meet employer requirements.

## Looking Toward the Future, Today

Succession planning is often an intimidating topic. Business leaders, especially those that built a company from the ground up have a responsibility to ensure their employers and the business can live on after an owner is ready to retire. It requires taking steps today in order to care for the business in the future.

Manufacturers also face an aging workforce. Business owners and their most experienced employees are nearing retirement age simultaneously. These individuals may have been the perfect choice to take over once the original owner is on some tropical island enjoying retirement, but that isn't going to be the case. Instead, grooming a high school graduate or that stand-out employee on the shop floor is the ideal solution. Finding this new

hire or setting aside the resources to train that stand-out employee is often easier said than done. That's where NJMEP's Pro-Action Education Network™ comes in.

The NJMEP Pro-Action Education Network™ encompasses various paths and on & off ramps to find and get new hires productive in a shorter amount of time as well as training incumbent workers of various skill levels to give them the knowledge to advance their career within their current company.

NJMEP's Pro-Action Education Network™ consists of five unique programs to help find and onboard new hires and train incumbent workers at various skill levels.

**1. Pre-Apprenticeship & Foundational Credentials** – Through a partnership with NJMEP and the Manufacturing Skill Standards Council (MSSC), both entry-level and incumbent workers can be certified as a Certified Production Technician (CPT) or Certified Logistics Technician (CLT) through completion of approved coursework and training.

**2. Open Enrollment ‘Career Advancement’ Training** – Incumbent workers can advance the skills that apply to their current role – or – the next position at their current company.

**3. Assessment & On-the-Job Training (OJT)** – NJMEP delivers assessments to help businesses select the best candidate for the job. Additionally, NJMEP can help organizations plan On-the-Job training for new hires.

**4. Apprenticeships** – The ultimate option to build a team ready for the next levels of employment. Combining Foundational Learning with OJT and County College, apprenticeships build an organization for the future.

**5. Train-the-Mentor** – Focusing on training for designated employees who will oversee the development of apprentices as well as overall leaders within an organization.

Finding new workers, cultivating talent, and preparing for the future begins with a proactive mindset. NJMEP's Pro-Action Education Network™ combines essential workforce development programs to meet the needs of New Jersey Manufacturers. Inquire today to ensure your business will thrive, well into the future.



GOAL



## AN NJMEP SUCCESS STORY: WORKFORCE DEVELOPMENT

### BACKGROUND:

**Universal Tool and Manufacturing Co. (UTM)** was founded in 1945 by two German immigrants. Over the years Emil Augenstein became the sole owner and remained the sole owner until his death in 1982 at which time his daughter, Dorothy, took over the position as president. UTM remains in the family and is a women-owned, ISO 9001: 2015 certified manufacturing business. Now, Dorothy and her daughter Robin continue to look toward the future while carrying on a proud history of exemplary service to world-class customers. UTM continues to meet the challenge of custom metal stamping and tool and die making and decorative hardware.

### CHALLENGE:

UTM was facing a common challenge that most in the manufacturing industry are struggling with today, finding workers with the right skills. The company also wanted to develop a safety committee, but they didn't have enough people with the right certifications and knowledge to help ensure this program would continue forward as needed. As high schools and parents continue to steer students away from the manufacturing industry, recruiting employees with the necessary skills and certifications to positively contribute to a manufacturing operation from day one has become increasingly difficult. The challenge is continuing to bring back manufacturing to America. Making America strong again.

### SOLUTION:

To overcome their challenge, UTM began looking within their own organization. The goal was to find stand-out employees that showed exceptional promise and potential and give them the opportunity to hone their skills through an apprenticeship program. UTM turned to NJMEP and its Pro-Action Education Network™ which just received a Certificate of Registered Apprenticeship from the US Department of Labor. They identified two exemplary employees that showed incredible initiative and drive. UTM asked if they wanted to be enrolled in the NJMEP's first Industrial Manufacturing Production Technician (IMPT) apprenticeship program. Both immediately jumped at the opportunity and would begin their apprenticeship in April of 2019.

Course material consists of safety training, part of the MSSC certification, as well as manufacturing and production on the job learning and in-class related technical instruction (RTI). On the job learning consists of 2,736 hours that supports the in-class portion of the program. Some of the on the job learning includes the ability to demonstrate good safety practices, read and interpret MSDS sheets, operate production equipment, producing quality products, interpret technical information, use mechanical tools and testing equipment, and perform mechanical set-up according to the employer's standard operating procedure manual and equipment manufacturer's specifications. Likewise, RTI supports the on the job learning. RTI consists of safety awareness training, production and process as well as product design lessons, maintenance and awareness training, technical drawing, quality assurance as well as Tech & Numbers course material.

Ayesha was one of the employees chosen to take part in the apprenticeship program. She has been working in manufacturing for nearly eight years and just last year she was promoted within UTM to work on the Quality Control team.

### RESULTS:

UTM didn't have to wait the entire year and a half to begin benefiting from the NJMEP Pro-Action Education Network™ IMPT Apprenticeship Program. After passing the MSSC Safety Module, Ayesha was able to immediately apply the skills she acquired. The company can rely on her as a key member on their Safety Committee. She is even able to train employees and up-skill additional members of the UTM team. It only took a month before the skills she is working to develop, began to pay off for the company that invested in her future.

When asked what else Ayesha would like to gain from the Program she stated, "I would like to learn the ins and outs of a warehouse and how to run a plant." This kind of interest will be reinforced through the IMPT Apprenticeship Program, further creating mutual respect and loyalty between both UTM and Ayesha.

The Apprenticeship Program Cohort One began in April of 2019 and is made up of 16 individuals from 8 different companies. Each of the companies is investing in their employees to build a more productive, knowledgeable workforce to drive business forward. This is just the first of many Cohorts that will be taking place throughout the duration of the Gains Grant, which offers subsidies to ease the investment burden on NJMEP clients. To learn more about the Program or to get started today, visit the Pro-Action Education Network™ page.



NJMEP is thrilled to showcase three new members to the New Jersey Manufacturing Extension Program team. All four bring with them a unique perspective and different set of skills to help NJMEP provide the highest level of quality to their clients. Sally White, Ryan Sheehy, Ira Finkelstein, and Michael Womack took on new roles within the organization this May. NJMEP invites everyone to learn a little more about these individuals' backgrounds, passions, and experiences.

## Sally White

Sally has been a resident of New Jersey for 20 years. Originally from the United Kingdom, she relocated for business and became a US citizen in 2008. In May of this year, she joined NJMEP as Director of Business Development.



As an International Services and Manufacturing Operations Executive, she has a focus on rapid change management and building global businesses. Her experience includes program/project management, manufacturing operations, business development, sales, marketing, branding, quality, mergers and acquisitions, and business transformation. She has transformed and built global enterprises, and held full P&L responsibility in technology-driven manufacturing businesses. Her track record extends to establishing global service excellence and broadening the aftermarket business in a broad range of business sectors including: Department of Defense, Medical Devices, Semi-Conductors, and the Life Science sector.

## Ryan Sheehy

Ryan was born in New Jersey, but his professional career has taken him all over the world. Graduating from Lehigh University in 2008 with a double major in Communication and Journalism, he used his knowledge to jumpstart a career in strategic sales and marketing in the luxury automotive sales sector. He has



nearly 10 years of experience working with world-renowned automotive brands like BMW, Jaguar, and Tesla Motors, even living in Munich Germany during his time with BMW. Once he moved back to New Jersey, a friend put him in touch with John W. Kennedy, CEO of NJMEP and Robert Stramara, COO of NJMEP which led to him becoming part of the NJMEP team as an Account Manager.

Now back in his home state, he was searching for an organization that allowed him to make a difference. He saw the opportunity to help businesses in New Jersey move forward economically while working with manufacturers to retain jobs and help their community.

## Michael Womack

Michael graduated in 2015 from William Patterson University where he studied new and digital marketing methods. During his senior year, he accepted an internship at an advertising agency that specialized in marketing for manufacturing and logistics companies and that internship turned into a full-time position.



Michael created content; writing blogs, creating infographics, and social media posts for clients and developed a passion for manufacturing. In that role he provided media coverage at some NJMEP events, writing articles about their impact on the New Jersey economy and the benefits the non-profit provides local manufacturers. After three years, he wanted to see behind the manufacturing curtain. He took on a new role as the Marketing Manager for a New Jersey manufacturing company. After a year with the manufacturer, NJMEP was looking for a digital marketing and content specialist. Michael jumped at the opportunity to make a difference and assumed the role of NJMEP's Marketing Outreach Coordinator.

## Ira Finkelstein

Ira lived in NJ his entire life. He graduated from Trenton State College with a degree in Mathematics. He went to work at AT&T right out of college and stayed there for more than 20 years. Starting out as a computer graphics programmer he eventually transitioned over to a variety of sales, marketing, and management roles supporting AT&T's global business accounts.



Afterward, Ira started my own dental equipment sales and service company. They specialized in the custom production and repair of highspeed turbines and low-speed motors for use in dental handpieces (drills). Ira was responsible for all aspects of the business including sales, marketing, operations, finance, technical, supplier relations, and administrative functions. Coming to work at NJMEP as an account manager has given Ira the opportunity to combine several of my work life passions. Being an account manager gives him the ability to continue to work with clients and assist them in solving business problems.

# Introduction to Business Growth Suite of Services

**N**JMEP has been helping NJ manufacturers become more productive, profitable and globally competitive for over 20 years. We are often recognized for our efforts to help clients apply for grants as a funding source to improve their business, or for implementing strategies like Lean Manufacturing. The truth is that we take a holistic approach to helping manufacturers in every area of their business. This approach includes both improving the bottom line and driving top-line revenue growth. In fact, there is an entire suite of services dedicated to Business Growth.

**On Wednesday, May 29th, NJMEP hosted a workshop introducing our Business Growth Suite of Services. Below is an overview of the event:**

In today's competitive business climate, it's not enough to maintain sales – it's critical for New Jersey's small and mid-sized manufacturers to increase sales and diversify their client base. Manufacturers need to have a plan and stand out from their competitors. They need new strategies to identify and attract their target audience, continuously add new prospects to the pipeline and convert leads into sales. NJMEP has 6 key modules to help with revenue, market and profit growth.

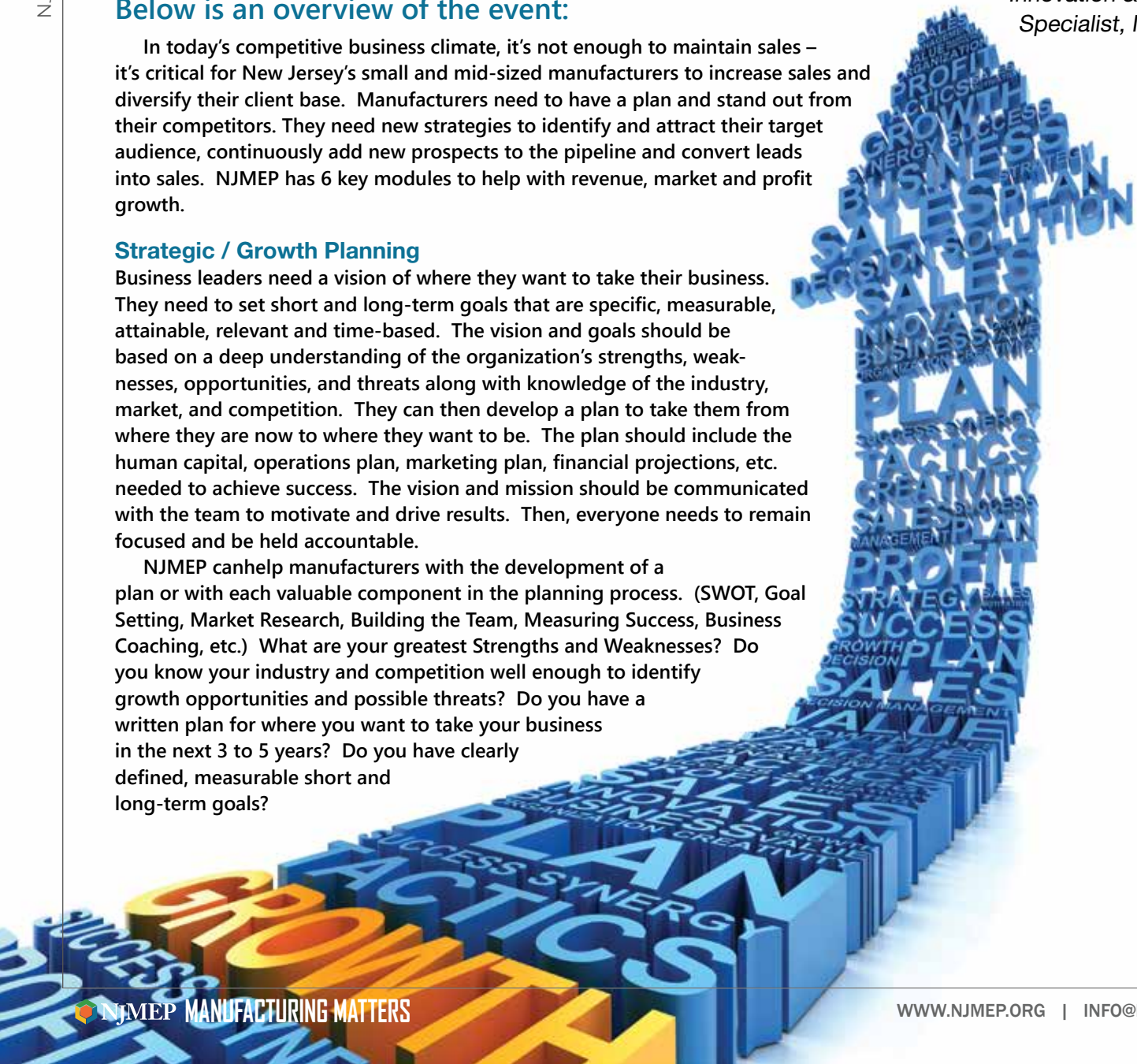
## Strategic / Growth Planning

Business leaders need a vision of where they want to take their business. They need to set short and long-term goals that are specific, measurable, attainable, relevant and time-based. The vision and goals should be based on a deep understanding of the organization's strengths, weaknesses, opportunities, and threats along with knowledge of the industry, market, and competition. They can then develop a plan to take them from where they are now to where they want to be. The plan should include the human capital, operations plan, marketing plan, financial projections, etc. needed to achieve success. The vision and mission should be communicated with the team to motivate and drive results. Then, everyone needs to remain focused and be held accountable.

NJMEP can help manufacturers with the development of a plan or with each valuable component in the planning process. (SWOT, Goal Setting, Market Research, Building the Team, Measuring Success, Business Coaching, etc.) What are your greatest Strengths and Weaknesses? Do you know your industry and competition well enough to identify growth opportunities and possible threats? Do you have a written plan for where you want to take your business in the next 3 to 5 years? Do you have clearly defined, measurable short and long-term goals?



*By Ben Dominguez  
Innovation & Growth  
Specialist, NJMEP*





## Innovation

Clients are constantly looking for faster, cheaper and better. Competitors are always entering the market. If businesses are standing still, they are likely falling behind. Business leaders need to constantly evaluate new markets, processes, and products to make sure they are holding their competitive edge and growing. Industry 4.0 is upon us and some businesses are leveraging new technology, automation, robotics, and additive manufacturing. Evaluating these strategies takes time and money. The process of introducing new products can pose even more risk and cost to a small to mid-sized manufacturer.

NJMEP can help manufacturers develop a structured and sustainable method for developing new product ideas and expanding their customer base. We can help with the evaluation of new technologies and strategies. How often are you introducing new processes, products or services? Could your products or services be applied (as is or with minor modifications) to new customers and markets? Have you explored entering into new markets or using new methods to reach your target customers?

**Businesses need to understand what sets them apart from their competition, why their customers buy from them and their unique selling positions.**

## Market Strategies

Businesses need to understand what sets them apart from their competition, why their customers buy from them and their unique selling positions. They need to identify their ideal customer, how to find them and the best way to reach them. They can develop a marketing budget, marketing plan, implement their plan and monitor the results. Some strategies include advertising, direct marketing, writing articles, participating in trade associations/trade shows, networking, the list goes on.

NJMEP can help manufacturers develop a marketing plan and implement the plan. Have you clearly identified the wants and needs of your target customer? What do you do that is different from your competitors and meaningful to your customers? How do you market your brand, products, and services to your customers?

## Web-Based Growth

The landscape of how we research and buy what we need has changed. Manufacturers need to make sure they are leveraging the web as a valuable tool to promote and grow their business. Websites need to be up to date, mobile responsive and user-friendly. They should contain clear messaging, strong and relevant content, keywords, strong internal and external linking. 93% of online experiences begin on a search engine. Manufacturers need to leverage search engine optimization, e-commerce, social media, blogs, videos, and other digital marketing strategies.

NJMEP can help manufacturers develop and implement a web-based growth strategy. When was your website created/updated? Have you evaluated your website? Where does it rank against your competitors? Can you be found on Google through relevant keyword searches?

## Sales Strategies and Tools


Businesses need to have the right people, processes, and tools in place in order to sell effectively. Selling more to an existing client base is often the easiest strategy. Some small manufacturers are too busy to proactively reach out to existing or prior customers. Some manufacturers rely on manufacturer reps, distributors, and indirect sales while others have direct sales employees. Some manufacturers outsource their outbound calling efforts to another organization, have an appointment scheduled for them, so they spend most of their time selling. Many manufacturers leverage ERP and CRM systems.

NJMEP can help manufacturers find and train salespeople, develop new sales channels, outsource calling efforts, generate leads and evaluate ERP and CRM systems. What is your distribution strategy? What is most challenging: identifying prospective customers, scheduling appointments or converting them to customers?

## Protecting the Business and Building Wealth

As part of an overall strategic plan, businesses identify possible opportunities and threats. Opportunities could include growing the business with the investment in a new piece of equipment, moving to a new facility, or acquiring another business. With more and more equipment, sensors and entire plants being connected to the internet, the threat of a cyber attack becomes more alarming. Power outages, natural disasters, and other possible interruptions happen and having a business continuity plan, with formal procedures and systems in place, is crucial to lessening the impact and recovering quickly.

NJMEP can help manufacturers identify and mitigate risk. We also have resources who can help with business financing needs. How could a cyber attack disrupt your operations? How will you reduce downtime when faced with an interruption?

Running and owning a successful manufacturing business is a challenging venture. Obstacles are an everyday reality and business leaders are forced to confront these disruptions or risk losing business to stronger, more agile competition. NJMEP brings together industry professionals from all verticals, and collaborates with innovative, forward-thinking resources to help New Jersey manufacturers thrive in today's competitive landscape. The Business Growth Suite is a culmination of these services to assist manufacturers put an actionable growth plan into place and address pain points throughout all aspects of their business. 

# Manufacturing Day 2019 Is On & Early Bird Registration Is Open!

Manufacturing Day is a celebration of manufacturing meant to inspire the next generation of manufacturers. Manufacturing Day occurs on the first Friday in October — this year Manufacturing Day is October 4, 2019.

Manufacturing Day is an incredible opportunity to showcase the amazing work manufacturers do on a daily basis and to educate students, industry partners, community members, media and legislators on how integral manufacturing is to the local, national and global economy.



The purpose of Manufacturing Day is to address the common misperceptions about manufacturing by giving man-

ufacturers an opportunity to open their doors and show, in a coordinated effort, what manufacturing is — and what is being built and created in our own back-yard. By working together during and after MFG DAY, manufacturers are able to address the skilled labor shortage they face, connect with future generations, take charge of the public image of manufacturing, and ensure the ongoing prosperity of the whole industry.





# Made in New Jersey's Annual Celebration of National Manufacturing Day & the Inaugural Manufacturing Awards

*October 4th, 2019 - The Marigold, Somerset, New Jersey*

- 7:30 – 8:30 AM Continental Breakfast and Networking
- 8:30 – 8:45 AM Welcome & Opening Remarks
- 8:45 – 9:05 AM Words from our Sponsors and Guest Speaker #1
- 9:05 – 9:30 AM Keynote Address
- 9:30 – 10:00 AM Manufacturing Award Winner Announcements- Part I
- 10:00 – 10:15 AM Break - Refill your coffee cup!**



- 10:15 – 11:15 AM Breakout Session 1 (Choice of 3-4 Topics)
- 11:15 – 11:45 AM Break – Enjoy a special beverage & surprise snack with your Sponsors**
- 11:50 – 12:50 PM Breakout Session 2 (Choice of 3-4 Topics)
- 12:50 – 3:00 PM Lunch & Manufacturing Award Winner Announcements- Part II

## EARLY BIRD PRICING

*Register by Friday, August 16th to receive the discounted pricing!*

### General Attendee Registration

1 Entry to MFG Day Event  
**\$165.00**

**Discounted Price**  
**\$150.00**

### Manufacturer Registration

Manufacturer  
**\$95.00**

**Discounted Price**  
**\$75.00**

### Made in NJ Member Registration

MINJ Member- Participating  
Manufacturers only- list on website  
**\$50.00**

**Discounted Price**  
**\$35.00**

*To register go to [www.njmep.org/2019-manufacturing-day](http://www.njmep.org/2019-manufacturing-day)*

### Platinum Sponsors



### Gold Sponsors

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# FDA and FSMA Insight - How Are Animals Affected?

By Juliana Canale, Food Industry Safety, Compliance & Regulatory Solutions Specialist at NJMEP-Food Vertical Team, Cornell Food Science Alumna & CNJIFT Secretary  
Professional Certifications: HACCP, Seafood HACCP, LI PCQI, LI FSVP, SQF, & ServSafe Certified



Do you own a dog, cat or another pet or know someone who is a pet owner? Chances are you answered “yes” and therefore you should be aware of the Food Safety Modernization Act (FSMA) updates that were released to the public in September of 2015 to help ensure animal food is being closely regulated regarding food safety.

The second major compliance dates for the FDA FSMA Preventive Controls for Animal Food rule arrived in September of 2017. The final rule was published in September of 2015 and larger animal food facilities were required to comply with the Current Good Manufacturing Practice (CGMP) requirements by September of 2016. Now larger animal food facilities have been required to comply with the preventive controls requirements since September 18, 2017, and small businesses were required to implement the CGMPs by that date. Due to the compliance dates being staggered, depending on the size of the business, the next major compliance dates came in September of 2018, when small businesses had to meet preventive controls requirements and very small businesses must implement the CGMPs. This rule requires animal food facilities to have a food safety plan in place that includes an analysis of hazards to determine which ones need control and risk-based preventive controls to minimize or prevent those hazards<sup>1</sup>.

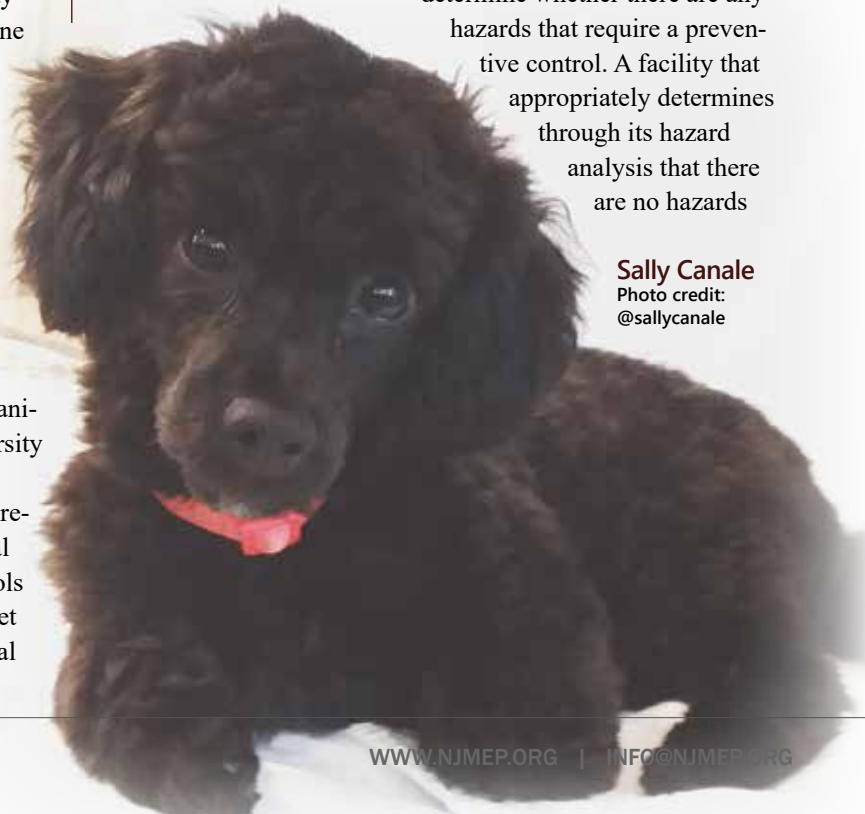
## Key requirements are summarized below for the FDA FSMA Preventive Controls for Animal Food rule:

1. Covered facilities must follow Current Good Manufacturing Practices (CGMPs) for animal food production.
  - The FDA has finalized CGMPs for producing safe animal food that takes into consideration the unique aspects of the animal food industry and provides flexibility for the wide diversity in types of animal food facilities.
  - Processors already implementing human food safety requirements and who are just holding by-product for use as animal food, do not need to implement additional preventive controls or CGMP regulations when supplying a by-product (e.g., wet spent grains, fruit or vegetable peels, liquid whey) for animal

food, except to prevent contamination. Examples of contamination include placing trash or cleaning chemicals into the container holding the by-products. This regulation applies to human food facilities that donate or sell a by-product for use as animal food.

- If the human food facility processes its by-product for use as animal food (e.g., drying, pelleting, heat-treatment), the facility must process the by-product in compliance with CGMPs to help ensure the animal food's safety. The facility can choose to follow either human food or animal food CGMPs when further processing the by-product. In addition, unless it is a qualified facility or otherwise exempt from 21 CFR part 507, subpart C (hazard analysis and preventive controls), the facility needs to determine whether there are any hazards that require a preventive control. A facility that appropriately determines through its hazard analysis that there are no hazards

Sally Canale  
Photo credit:  
@sallycanale





requiring a preventive control would document such a determination in its hazard analysis but would not need to establish preventive controls.

For more information, see the draft Guidance for Industry #239: Human Food By-Products for Use as Animal Food.

2. Covered facilities must establish and implement a food safety system that includes an analysis of hazards and, if necessary, risk-based preventive controls. The rule sets requirements for a written food safety plan that includes:

- Hazard analysis • Preventive controls
- Oversight and management of preventive controls
  - o Monitoring o Corrections
  - o Corrective actions o Verification
- Recall plan

3. Some animal food facilities will need a supply-chain program to address hazards in raw materials and other ingredients.

4. The definition of a ‘farm’ describes two types of farm operations. Operations meeting the definition of ‘farm’ are not subject to the Preventive Controls for Animal Food rule.

5. Feed mills that are part of farms (vertically integrated operations) are not covered by the Preventive Controls for Animal Food rule.<sup>2</sup>

For a current example of how the FDA FSMA Preventive Controls for Animal Food rule is being leveraged, there is an ongoing FDA investigation of reports of canine dilated cardiomyopathy (DCM) in dogs eating certain pet foods. DCM is a disease of a dog’s heart muscle and results in an enlarged heart. As the heart and its chambers become dilated, it becomes harder for the heart to pump, and heart valves may leak, which can lead to a buildup of fluids in the chest and abdomen (congestive heart failure). If caught early, heart function may improve in cases that are not linked to genetics with appropriate veterinary treatment and dietary modification.

Between January 1, 2014, and April 30, 2018, the FDA received 524 case reports of diagnosed dilated cardiomyopathy. Some of these cases involved more than one animal from the same household. In the reported cases, there were 560 individual dogs diagnosed with DCM and 119 of those dogs died. There were 14 cats which were also diagnosed with DCM, 5 of which died. The agency received additional reports of cardiac symptoms in dogs, however, the reports did not include a confirmed DCM diagnosis.

There is a range of different brands and formulas included in the reports and some reports named multiple brands and/or formulas. The FDA has compiled a spreadsheet of all DCM case reports submitted through April 30, 2019.

Brands named most frequently in reports submitted to the



## The FDA has finalized CGMPs for producing safe animal food that provides flexibility for the wide diversity in types of animal food facilities.

FDA (as of April 30, 2019) that had at least ten reports, include: Acana (67), Zignature (64), Taste of the Wild (53), 4Health (32), Earthborn Holistic (32), Blue Buffalo (31), Nature’s Domain (29), Fromm (24), Merrick (16), California Natural (15), Natural Balance (15), Orijen (12), Nature’s Variety (11), NutriSource (10), Nutro (10), and Rachael Ray Nutrish (10).

These include both grain-free and grain-containing diets in all forms (kibble, canned, raw, home-cooked). The common correlation appears to be with legumes, pulses (seeds of legumes), and/or potatoes as main ingredients in the food. This also includes protein, starch, and fiber derivatives of these ingredients, (e.g., [source] protein, [source] starch, or [source] fiber). Some reports we have received also seem to indicate that the pets were not eating any other foods for several months to years prior to exhibiting signs of DCM.

### What is the cause?

At this time, it is not clear what it is about these diets that may be connected to DCM in dogs. There are multiple possible causes of DCM. Taurine deficiency is well-documented as a potential cause of DCM, but it is not the only possible contributing factor. The nutritional makeup of the main ingredients or how dogs process them, main ingredient sourcing, processing, the amount used, or other factors might be involved as well.<sup>3</sup>

### Helpful definitions:

**Legumes:** Legumes are part of the Fabaceae plant family and are the fruit or seed of these plants. Common legumes include peas, beans, lentils, chickpeas, soybeans, and peanuts. Pulses are dry edible seeds of certain legume plants. Examples include dried beans, dried peas, chickpeas, and lentils. Not all legumes are pulses, but all pulses are legumes. Legumes/pulses are used as an ingredient for both human and animal food and have become a common plant-based source of protein. Many of these ingredients have long been included in pet food. Recently, the proportion of legumes and/or pulses has increased significantly in certain diets, including many labeled as “grain-free” or “zero-grain.”

**Main Ingredients:** A “main ingredient” is generally considered to be the first 10 ingredients listed in a food’s ingredient list before the first vitamin or mineral ingredient.<sup>4</sup>

### What is recommended for dog owners?

The FDA advises pet owners to bring dogs to the veterinarian

Continued on page 31

# How the R&D Tax Credit Supports New Jersey Manufacturers

Federal and State R&D Tax Credits provide excellent opportunities for innovation in New Jersey's manufacturing industry.

## R&D Tax Savers

By Charles R. Goulding and Daniel Audette

**M**anufacturing in New Jersey is central to the state's economy. Currently, there are 11,130 manufacturers in the state and New Jersey manufacturing clusters produce \$156 billion in annual output according to the New Jersey Manufacturing Extension Program (NJMEP) 2019 State of New Jersey Manufacturing Industry Report. The range of manufacturers within New Jersey varies, with pharmaceutical, food, aerospace and defense manufacturers among the top sectors.

One of the reasons New Jersey's manufacturing sector is so strong is due to the state's strategic location; exporting can be done by rail, air, sea or road. Products can be transported to large sites on the East, such as New York City and Washington D.C., by rail or by main arteries running through the state such as I-95 or I-287. Airports within the state provide flights to 90 cities and 110 international locations. Finally, the Port district of New York and New Jersey is the largest maritime cargo center on the East Coast and is one of the busiest seaport areas in the country.

Due to the strength of New Jersey's manufacturing sector, there are a lot of opportunities for companies to utilize both Federal and New Jersey State R&D Tax Credits. These tax credits can incentivize companies who invest in new or improved products or processes for their businesses.

## The Research & Development Tax Credit

Enacted in 1981, the federal Research and Development (R&D) Tax Credit allows a credit of up to 13% of eligible spending for new and improved products and processes. Qualified research must meet the following four criteria:

- New or improved products, processes, or software
- Technological in nature
- Elimination of uncertainty
- Process of experimentation

Eligible costs include employee wages, cost of supplies, cost of testing, contract research expenses, and costs associated with developing a patent. On December 18, 2015, President Obama signed the bill making the R&D Tax Credit permanent. Beginning in 2016, the R&D credit can be used to offset Alternative Minimum tax and startup businesses can utilize the credit against \$250,000 per year in payroll taxes.

## The New Jersey State R&D Tax Credit

The New Jersey R&D tax credit provides a refund of 10% of the excess qualified research expenses over a base amount plus 10%



Enacted in 1981, the federal Research and Development (R&D) Tax Credit allows a credit of up to 13% of eligible spending for new and improved products and processes.

of the basic research payments. Eligible expenditures generally include salaries and wages of engineers working on a project, the cost of supplies, materials, scrap consumed in the R&D work and in many cases even third party contractor fees incurred for the research. The goal is to provide an incentive for businesses to increase their spending on new or improved products and processes each year.

Eligible expenses for the New Jersey state credit are defined according to the same federal standards as defined in (section) 41(d) of the Internal Revenue Code.

## Food Manufacturing

New Jersey has a significant amount of food manufacturing companies due to the state's vast amount of available resources. For example, NJMEP located in Cedar Knolls, New Jersey, hosts comprehensive food safety training taught by experienced and well-respected industry professionals. NJMEP gives businesses the opportunity to take a holistic approach to food safety compliance through a combination of extensive, practical hands-on experience to provide a clear understanding of the business imperatives that are critical to success. With resources such as the NJMEP available to companies, numerous well-known food manufacturers as well as smaller growing food companies have



invested in manufacturing facilities in New Jersey.

New Jersey ranks 8th nationally in food manufacturing plants by volume. The thriving food production industry encompasses everything from vegetable growing to sophisticated manufacturing operations. Despite the state's small geographical area, New Jersey food producers are able to compete on a national level. New Jersey has food production establishments that employ over 30,000 paid workers, representing a payroll of \$1.3 billion according to a recent report released by the Food Innovation Center at Rutgers University.

This pool of workers includes engineers and food scientists who create formulas, test ingredients and develop products. When technical employees in New Jersey engage in activities such as these, the companies they work for may be eligible for Federal and State Research and Development Tax Credits.

Food manufacturers can qualify for an R&D Tax Credit in multiple ways – both for product development, but also for process improvement. Sample activities that food manufacturers do that qualify include: experimenting with new ingredients, shelf life testing and maximization, initiatives to increase nutritional value, and incorporating new or lean manufacturing procedures. New Jersey's pool of workers includes engineers and food scientists who create formulas, test ingredients and develop products. When technical employees in New Jersey engage in activities such as these, the companies they work for may be eligible for Federal and State Research and Development Tax Credits.

## Pharmaceutical Manufacturing

Pharmaceutical manufacturing is another one of the largest manufacturing sectors within New Jersey. In fact, New Jersey is home to 14 of the world's 20 largest pharmaceutical companies, as well as over 400 biotechnology companies. The New Jersey biotech industry has grown by more than 400% since the turn of the millennium. These businesses are driven by a core network of world renowned research institutions including Princeton University, Rutgers and the State University of New Jersey as well as a collaborative network of technology incubators and economic stimulators such as NJMEP and the New Jersey Economic Development Authority (NJEDA).

In the pharmaceutical sector, many large-scale chronic diseases, such as diabetes and asthma, are becoming increasingly well controlled. Data driven technology and artificial intelligence are also evolving in this sector, as patients become more involved in decision making and drugs become increasingly tailored to individual nuances and characteristics. Meanwhile, the quest to treat and cure specialty and rare-diseases continues as new options for treating spinal muscular atrophy, rare chronic liver disease, severe asthma and other similar conditions emerge.

In Biotech, gene-editing technology is increasingly evolving while new medicinal uses for hemp and marijuana continue to emerge since New Jersey became the 14th state to legalize medical marijuana on January 11, 2010. When innovators develop technology such as these, they may be eligible for R&D Tax Credits which are available to stimulate innovation.

This development of new treatments or new techniques can qualify a pharmaceutical company for the R&D Tax Credit. However, the credit also incentivizes activities related to developing or improving a company's manufacturing process. Typical activities that qualify for R&D Tax Credits for pharmaceutical companies

include integrating new techniques and procedures, integrating new and emerging technologies, testing, manufacturing or laboratory process improvements, and integration of new equipment.

## Aerospace & Defense Manufacturing

The aerospace and defense manufacturing industry is significant and has a large potential for growth in New Jersey. There are numerous major defense contracting companies who reside in New Jersey, and many more companies manufacturing components to support the industry.

There is a lot of potential to utilize R&D Tax Credits in New Jersey's aviation and defense industries. Typical activities include the development of new or improved components, manufacturing process improvements, software developments, logistics improvements and warehouse automation.

## Robotics Manufacturing


Robotics and automated technology have become a widely used form of equipment within manufacturing facilities. They offer multiple advantages, such as increased efficiency and ease of production activities. More and more New Jersey companies are implementing robotics into their businesses and have greatly improved their manufacturing processes.

Incorporating robotics and automation into existing processes tends to require a significant design effort, whether it is developed internally or through the help of a 3rd party. Both efforts can qualify for R&D tax Credits, including software development, algorithm development and tuning, machine learning, logic programming and integration, development of control systems and component selection.

## 3D Printing Manufacturing

3D printing has become increasingly used by companies to create prototypes of potential products or even to develop certain parts for products themselves. Companies who invest in 3D printing can often qualify for significant R&D Tax Credits, both where either new processes are developed utilizing 3D printing, or where traditional manufacturing methods are revised to incorporate 3D printing. A portion of the wages or other costs associated with developing these new or improved processes can be monetized as the credit. Also many companies who incorporate 3D printing are doing so to develop prototypes. The development of prototypes is generally a qualifying activity for R&D Tax Credits as well.

## Conclusion

There are many successful manufacturing sectors in New Jersey including food, pharmaceutical, and aerospace & defense. Many of these companies utilize 3D printing, robotic devices and other similar technologies to automate their production processes, as well as develop other new or lean manufacturing improvements. Manufacturing companies who are involved with research and development activities such as this are likely eligible Federal and New Jersey State Research and Development Tax Credits which are available to stimulate innovation. 

For information on R&D Tax Credits go to [www.njmep.org](http://www.njmep.org) or call 973-998-9801.

**Charles R. Goulding, Attorney, CPA**, is the President of R&D Tax Savers, an interdisciplinary tax and engineering firm that specializes in R&D Tax Credits. **Daniel Audette, PE, CEM** is a Senior Engineer with R&D Tax Savers.

## TRENTON



## TALK

## NJEDA Connects With Numerous Manufacturing Industry Stakeholders

**M**ore than possibly any other industry in New Jersey, manufacturers recognize the deep importance of proactive workforce development. With more than half of New Jersey's manufacturing workforce over the age of 45<sup>1</sup>, it is imperative that a diverse and well-trained younger generation of manufacturing employees are ready to step in once this older cohort retires in coming years.

Through its work within the Manufacturing Policy Academy, the NJEDA has connected with numerous manufacturing industry stakeholders to assess the needs of the New Jersey's manufacturing industry. Two issues continue to be frequently highlighted: a negative misconception of the manufacturing industry by today's students, and a disconnect between manufacturers and the educational resources available within the state to both train both existing and future employees. In the last month, the NJEDA has kicked-off two pilot programs to help address these issues.


On May 14th, NJEDA and NJMEP announced the creation of a pilot program to build upon NJMEP's current Educational Resource Directory and provide additional information to aid manufacturing companies' growth. To address the challenge of a disconnect between those in the manufacturing industry and the educational resources available to help further train them, NJMEP recently developed their Educational Resource Directory, a centralized source of information for manufacturers that includes helpful information about NJMEP programs, contacts for community college and vocational-technical school manufacturing programs, and points of contact for State stakeholders working to help the industry. NJEDA agreed to provide funding to add further informational depth to the guide, as well increasing the Guide's usability and searchability. "New Jersey already has dozens of programs and initiatives aimed at helping businesses in this industry succeed, but programs cannot be effective if businesses do not know how to access them," said NJEDA CEO Tim Sullivan in a press release. "The NJEDA's collaboration with NJMEP will go a long way toward ensuring New Jersey's business leaders understand the

full range of resources available to them as they continue to grow and create new jobs for New Jerseyans."

On May 23rd, the NJEDA and Ocean County Vocational Technical School signed a Memorandum of Understanding to formally kick off the Manufacturing Policy Academy's Marketing and Outreach Pilot, which is a program that includes a series of initiatives developed in coordination with stakeholder input to improve perceptions of the advanced manufacturing industry and expose students to the many career pathways available in the sector. This pilot includes NJEDA funding to organize free field trips to advanced manufacturing facilities for middle and high school students in the Ocean County area.



Through first-hand exposure to advanced manufacturing facilities in their own backyard, the program is designed to educate students about job opportunities in advanced manufacturing while informing them of the skills necessary to pursue a career in the sector and dispelling many common misconceptions associated with manufacturing. "The advanced manufacturing industry provides a wide range of good jobs with long-term career prospects, but in recent years we have had trouble attracting students and young workers," said Patricia Cubero, General Manager of Aquatherm Industries in Lakewood. "Providing this hands-on learning opportunity is an important way to show students the career options available to them right here in our community and provide the workforce New Jersey's manufacturing sector needs to grow."

With these two pilot initiatives kicking off, NJ EDA has taken the first steps to address some frequently-sited issues affecting New Jersey's manufacturing industry. 

*For more information on these pilots and other manufacturing sector initiatives, please contact Eric Solomon, NJEDA Project Officer, at [esolomon@njeda.com](mailto:esolomon@njeda.com).*

1. Source: NJ State Data Center, New Jersey Industry Cluster Characteristics <https://app.powerbigov.us/view?r=eyJrIjoIYTdkYTEwNGU0MjQxMjQ0ZDg-zLWJmNjltOWFmOGFjOTMwMTA3ZiwiZC16IjUwNzZjM2QxLTM4MDItNGI-5Zi1iMzZhLUUwYTQxYmQ2NDJhNyJ9>

**For advertising opportunities in future issues of Manufacturing Matters please contact Michael Womack, [mwomack@njmep.org](mailto:mwomack@njmep.org) • 973-747-5491**



## Dear manufacturing colleagues,

I'm excited to share with you information about the New Jersey Business Action Center, a part of the New Jersey Department of State focused on assisting businesses like yours across the Garden State. Whether you have a staff of 5 or 500, the NJBAC has resources and the expertise needed to help you with a host of issues from finding financing options to pursuing overseas markets through export for your products.



The New Jersey Business Action Center (NJBAC) is a business-first resource that can help you get answers from government agencies, determine the best site for new construction or expansion, and recruit the best workforce, all at no cost and strictly confidential.

I encourage you to visit NJBAC to learn about their various offices and programs. The NJBAC staff has years of experience and stays up to date on the latest government regulations and how they affect you.

Their team can help qualified businesses obtain state certification as a minority/woman owned business enterprise (WBE /MBE), a designation which can help those businesses fully participate in the government procurement process. The NJBAC team can also help you navigate the government procurement process to ensure that your business can compete for government contracts at the local, county, state and federal levels.

In addition, the Guide to Business Assistance Programs offers a comprehensive look at the many state programs available to help businesses grow. The Guide is a companion to the help businesses can obtain directly from the NJBAC's business advocates, experts who understand business needs and how to navigate government channels and programs.

Additionally, the Business Helpline, 1-800-JERSEY-7, is staffed each weekday from 8 a.m. to 5 p.m. with real people ready to answer your questions.

Finally, the NJBAC has launched a podcast highlighting several topics including:

- Continuity planning and disaster preparedness
- Export Promotion and Assistance including grant programs to help you take part in trade shows overseas
- Film production in NJ and how your business can be a part of it

The NJBAC has been a friend and partner of the business community for many years and I encourage you to take advantage of all it offers.

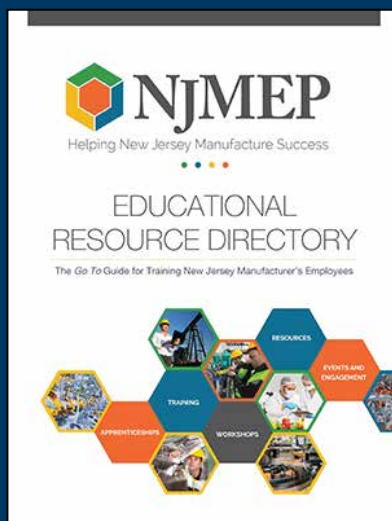
*Sincerely,*

*Melanie Willoughby*  
Executive Director  
NJ Business Action Center

### EDUCATIONAL RESOURCE DIRECTORY

If you want to find a new car, a new restaurant, or new technology for your office, there are resources you can count on to help make the job easier. Until now, New Jersey has not

had a single source at its disposal to provide locations in assisting manufacturers to train their employees. However, State, county and even local governments have their own resources (as do private entities), and NJMEP seeks to fill the need for New Jersey Manufacturers with this Guide.



NJMEP has done the research and contacted key training resources in New

Jersey to determine primary contacts, so download it today at [www.njmeep.org/educational-resource-directory](http://www.njmeep.org/educational-resource-directory).

# NJMEP In-Depth, Self-paced, Online Food Safety Training Program

## Current Good Manufacturing Practice (cGMP) Readiness Program

**B**usiness professionals are busy. That is just a fact. Taking time away from work in order to enhance an individual's skill set is often left by the wayside. Not because they don't want to improve, but because the idea of putting up an "Out of Office" email response is often too stressful to consider. NJMEP wants to offer food manufacturers the opportunity to educate themselves and enhance their skills for cGMP in a more flexible format. To achieve this goal, NJMEP has developed a brand new cGMP online course that will act as a supplementary course or preliminary training to attending an NJMEP facility for an in-person cGMP workshop.

cGMP Regulations is the process that ensures the food safety of a product by establishing manufacturing procedures, ensuring that food is safe and has been prepared, packed, and stored under hygienic conditions.

- Food manufacturers must comply with cGMP's through new regulations to help establish and guide effective implementation of Food Safety Modernization Act (FSMA)
- cGMP's are critical, not only to FSMA, but to every food safety and quality certification
  - o They are audited by third party food safety auditors and are considered prerequisites

Participants will walk away with a fundamental understanding of the cGMP rules and regulations, changes to former requirements, best practices, and how to handle FDA and third-party Good Manufacturing Practice (GMP) inspections. The course also focuses on internal auditing practices for cGMPs.

Food manufacturing is a moving target. Regulations change and processes evolve. Keeping up with these regulations can be a challenge when monitoring them alone. NJMEP's online cGMP Regulations course includes the latest revisions to cGMP – according to the final rule for "Preventative Controls for Human Food", released on September 17, 2015. The course spends time ensuring participants learn and truly understand these revised requirements.

By the end of this training course, participants will be able to:

- Understand the components and requirements of cGMP



## Food manufacturing is a moving target. Regulations change and processes evolve.

within the food and beverage industry

- Implement cGMP through the organization to ensure sanitary and processing requirements are being effectively met

Once the online course concludes, the participants will need to undergo an interactive knowledge test. After successful completion of this exam, people will receive a certificate of successful completion.


Any company that has the chance to be inspected by a regulatory body, FDA or third-party auditors must understand Current Good Manufacturing Practice Requirements and be ready to put this knowledge into action which this course can assist with.

The course is designed for Food Safety Operations, Quality Control Personnel, or anyone else that may be involved with inspections or audits.

### Sign Up or Learn More:

To find out more about this brand-new online course from NJMEP, contact Juliana Canale, Food Industry Safety, Compliance & Regulatory Solutions Specialist at [jcanale@NJMEP.org](mailto:jcanale@NJMEP.org) or call 973-998-9801.

### Take the In-Person Course

Visit NJMEP and take the Current Good Manufacturing Practice Requirements and Readiness in class visit: [njmep.org/events/cgmp-requirements-readiness/](http://njmep.org/events/cgmp-requirements-readiness/). 




if symptoms of DCM or other heart conditions are noticed, and to check with the vet before switching foods. If the dog is suddenly very weak or collapses, an emergency veterinarian should be immediately sought. If DCM is caught early, (and not related to the dog's genetics) heart function can recover.<sup>5</sup>

### *How do I know if my pet's food is one of the diets discussed in the FDA's public notification?*

We suggest reviewing the ingredient list on your pet's food to see whether legumes, pulses and/or potatoes are listed as one of the main ingredients. You may also wish to review the compilation of all the DCM reports submitted to the FDA through April 30, 2019, to see what pet owners and veterinarians have reported to the FDA. FDA encourages pet owners to work with their veterinarians, who may consult with a board-certified veterinary nutritionist, prior to making diet changes.

### **How long will the FDA's investigation take?**

There is no way to know how long the investigation will take, but CVM is hopeful that as they gather more data from case reports, they will gain a better understanding of this possible connection. CVM will continue to convey their observations publicly as the investigation progresses.<sup>6</sup>

If you want to improve your current business practices around animal food manufacturing, please contact NJMEP Food Vertical Team using the contact information below. NJMEP is part of the larger MEP National network and has additional contacts in several states that we can leverage for animal food and feed expertise regarding training and consulting services. 

Food Vertical Team:

**Juliana Canale**, jcanale@njmep.org

*Food Industry Safety, Compliance & Regulatory Solutions Specialist*

**Michael Marchetti**, mmarchetti@njmep.org

*Food Sales Lead*

P: 973-998-9801

1. FSMA-Final Rule on Preventive Controls for Animal Food: <https://www.fda.gov/media/93897/download>

regulation applies to human food facilities that donate or sell a by-product for use as animal food

2. <https://www.fda.gov/food/food-safety-modernization-act-fsma/fsma-final-rule-preventive-controls-animal-food>

3. <https://www.fda.gov/animal-veterinary/animal-health-literacy/questions-answers-fda-center-veterinary-medicines-investigation-possible-connection-between-diet-and>

4. <https://www.fda.gov/animal-veterinary/animal-health-literacy/questions-answers-fda-center-veterinary-medicines-investigation-possible-connection-between-diet-and>

5. <https://www.forbes.com/sites/lisettevoytko/2019/06/28/16-pet-foods-possibly-linked-to-heart-disease-in-dogs-fda-reports/#5a23fa713ac4>

6. <https://www.fda.gov/animal-veterinary/animal-health-literacy/questions-answers-fda-center-veterinary-medicines-investigation-possible-connection-between-diet-and>

# NJMEP 2019 CALENDAR OF EVENTS

To Learn More Go To <https://www.njmep.org/calendar/>

## JULY

- **Compressed Air – Learn About Safety, Technology and Methodology of Compressed Air**

July 23, 2019

- **Principles of Lean Manufacturing with Live Simulation**

July 24, 2019 • Sept. 18 (North) and Sept. 20, 2019 (South)

- **Jersey Guys FORE!!! – Annual Golf Outing**

July 26, 2019

## AUGUST

- **Polish Your Presentation**

August 7, 2019

- **Food Defense – Intentional Adulteration**

August 8, 2019

- **Pitch Perfect Presentations**

August 8, 2019

- **Introduction to Inventory Management**

August 9, 2019

- **Internal Auditing for Food Safety Management Systems**

August 13 and 14, 2019

- **Introduction to Six Sigma**

August 16, 2019

- **HACCP (Hazard Analysis and Critical Control Points)**

August 20 and 21, 2019 • October 8 and 9, 2019

- **Supervisory Skills for New Managers**

August 20 and 21, 2019

- **Corrective Action (CA) and Root Cause Analysis (RCA)**

August 27 and 28, 2019

- **Succession Planning & Building the Value of Your Business**

August 29, 2019

## SEPTEMBER

- **Food Recall and Withdrawals**

September 10, 2019

- **Shop Mathematics**

September 10 and 11, 2019

- **Food Security & Food Safety**

September 12, 2019

- **Six Sigma – Green Belt 6 Day Certification Training**

September 12, 19 and 26, October 10, 17 and 24, 2019

- **Train the Mentor**

September 18, Oct. 16, Nov. 13 and Dec. 11, 2019



*NJMEP'S EIGHTH ANNUAL MANUFACTURING  
DAY IS FRIDAY, OCTOBER 4, 2019*

**MEG  
DAY**

# JOIN US FOR THE MANUFACTURING EVENT OF THE YEAR!



**NJMEP**



## **National Manufacturing Day**

has always been an important way for NJMEP to spread the word about the benefits that manufacturing provides to our Garden State. As a proud supporter of Manufacturing Day, NJMEP is excited to drive awareness of manufacturing, the career opportunities that are available and the advanced technologies that are driving the industry.

[www.njmep.org/2019-manufacturing-day/](http://www.njmep.org/2019-manufacturing-day/)