

**UNITED STATES OF AMERICA  
DEPARTMENT OF COMMERCE**

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**U.S. MANUFACTURING COUNCIL**

+ + + + +

**MEETING**

+ + + + +

**WEDNESDAY,  
MARCH 16, 2016  
11:00 A.M. CT**

+ + + + +

**Moderator: Archana Sahgal**

1 Coordinator: Welcome, everybody, and thank you for standing by. At this time, all  
2 participants' lines are in an open and interactive mode. If you'd like to mute or  
3 unmute your line, you can press star six.  
4  
5 I would like to inform all parties that today's conference is being recorded. If  
6 you have any objections, you may disconnect at this time. Now, I'd like to turn  
7 the conference over to Ms. Archana Sahgal. Thank you, ma'am, you may  
8 begin.

1  
2 Archana Sahgal: Thank you, Operator (Tori). I appreciate it. And, with that, I will turn it over  
3 to Chair Smyth.  
4  
5 Susan Smyth: Okay, thank you very much, Archana. I would like you to take a formal roll  
6 call.  
7  
8 Archana Sahgal: Wonderful. Jan Allman?  
9  
10 (Angeline Chen): Angie Chen's on for Jan Allman.  
11  
12 Archana Sahgal: Thank you, Angie. Christie Wong Barrett?  
13  
14 Susan Smyth: Christie Wong Barrett communicated her...  
15  
16 Archana Sahgal: Yes.  
17  
18 Susan Smyth: ...regrets.  
19  
20 ((Crosstalk))  
21  
22 Archana Sahgal: Thank you. Carol Craig?  
23  
24 Carol Craig: Yes, I'm here.  
25  
26 Archana Sahgal: Great. Brad Crews?  
27  
28 Brad Crews: I'm here.  
29

1 Archana Sahgal: Good morning. Robert Degeneff? Craig Freedman? Rob Friedland? Cody  
2 Friesen?

3

4 Cody Friesen: Present.

5

6 Archana Sahgal: Hiro Fujita?

7

8 Hiroyuki Fujita: Here.

9

10 Archana Sahgal: Al Green?

11

12 (Kelly): I'm present for Dr. Green.

13

14 Archana Sahgal: Thank you, (Kelly). Dawn Grove?

15

16 Dawn Grove: Yes, I'm here. Archana, you may want to be aware that the most recent email  
17 left off the final digit for the code. So some people may have trouble calling  
18 in.

19

20 Archana Sahgal: Thank you, Dawn. I just sent an email out to the full council letting them  
21 know. But thank you, I really appreciate it.

22

23 Dawn Grove: Thank you.

24

25 ((Crosstalk))

26

27 Archana Sahgal: Jenny Houston?

28

29 ((Crosstalk))

30

1 Eric Kelly: Hi, good morning, can anyone hear me?  
2  
3 Archana Sahgal: We can. Who is this?  
4  
5 Eric Kelly: Hi, this is Eric Kelly.  
6  
7 Archana Sahgal: Hi, Eric. Thank you for joining us.  
8  
9 ((Crosstalk))  
10  
11 Craig Freedman: Craig Friedman is here.  
12  
13 Archana Sahgal: Hi, Craig, welcome. James Keppler?  
14  
15 James Keppler: Yes, Jim's on.  
16  
17 Archana Sahgal: Thanks, Jim. (Kathy Kingsette)?  
18  
19 (Kathy Kingsette): I'm here.  
20  
21 Archana Sahgal: Thank you. Claudine Martinez? Not yet. Zach Mottl?  
22  
23 Zach Mottl: I'm here. And I apologize but I have to drop off at about 11:30.  
24  
25 Archana Sahgal: Great, thank you, Zach. Roger Nielsen?  
26  
27 Roger Nielsen: Yes, I'm here. Thank you.  
28  
29 Archana Sahgal: Great, thank you. Tim O'Meara? Shirish Pareek cannot make it. Andra Rush  
30 also has sent her regrets. Irwin Shur? No. Susan Smyth?

1

2 Susan Smyth: I'm here.

3

4 Archana Sahgal: Okay. Marsha Serlin?

5

6 Marsha Serlin: Yes.

7

8 Archana Sahgal: Thank you, Marsha.

9

10 Marsha Serlin: Yes.

11

12 Archana Sahgal: Joe Sylvestro?

13

14 Joseph Sylvestro: Present.

15

16 Archana Sahgal: Thank you, Joe. Jeff Wilcox cannot - has sent his regrets. Ludwig Willisch?

17

18 Man: (Unintelligible).

19

20 Archana Sahgal: Ray Yeager?

21

22 Ray Yeager: Present.

23

24 Archana Sahgal: Thank you, Ray. Bill Yeargin?

25

26 (Terry): (Terry) calling for Bill.

27

28 Archana Sahgal: Thank you, (Terry). And is there anyone that has joined the phone call as I  
29 was going through roll call?

30

1 Jason Eberstein: This is Jason Eberstein from Whirlpool.

2

3 Archana Sahgal: Thank you. Thanks, Jason. And, with that, I turn it back over to Chair Smyth.

4

5 Susan Smyth: Thank you, Archana. I need to, finally, ask you whether we have sufficient  
6 council representation to process the letter of recommendation?

7

8 Archana Sahgal: Yes, there is.

9

10 Susan Smyth: Thank you. With that confirmation, I would like to thank everyone for joining  
11 the full Manufacturing Council meeting. We only have one major item of  
12 business, which is to discuss and, hopefully, pass the letter of recommendation  
13 from the Workforce subcommittee.

14

15 So I would really like to thank the subcommittee for all of their hard work and  
16 due diligence. This has been extremely difficult letter to get all of the nuances  
17 involved.

18

19 And I really want to thank them for bearing with it. So before I ask Ray  
20 Yeager to speak, on behalf of the Workforce Development, has Vice Chair  
21 Martinez joined the call? No, okay. Thank you.

22

23 Ray, I would like to pass the meeting to you, on behalf of Andra Rush and  
24 Shirish Pareek of the Workforce subcommittee. Can you provide the context  
25 for the letter, Ray, and review the feedback that you received. And, if you  
26 could, comment, specifically, on how that feedback was or was not addressed  
27 in the letter. Thank you.

28

29 Ray Yeager: Yes, I am - I'm prepared to do that. So if we can get started, I do want to  
30 sincerely thank Secretary Pritzker, Committee Chair Susan Smyth, Co-Chair

1 Claudine Martinez, the Workforce subcommittee co-chairs, Andra Rush and  
2 Shirish Pareek, and the entire Workforce subcommittee members for this  
3 opportunity.

4  
5 Andra and Shirish send their sincere apologies for not being able to attend our  
6 session, today, due to other critical commitments. So I'll go through the  
7 context. I will talk about some of the key points, review the feedback and  
8 share how the feedback was used in changing our draft to, hopefully, the final  
9 edition.

10  
11 Most of the manufacturers on this call - and, frankly, most of the  
12 manufacturers we speak with around the country - face the same issue when it  
13 comes to the future of our industry. We all struggle with finding good, young  
14 candidates to fill our Workforce pipeline.

15  
16 Some have characterized the situation as a, "deepening crisis." I think over  
17 80% of manufacturers in the United States report they find it difficult to  
18 attract qualified workers they need to run their production facilities.

19  
20 And absent major changes and improvements in the educational system, as  
21 well as the public perception of manufacturing and career opportunities we  
22 offer, this crisis will, indeed, deepen.

23  
24 We found manufacturing, as a career choice, ranked fifth out of seven  
25 industries in a recent report issued by the Manufacturing Institute and Deloitte  
26 & Touche. And to make matters worse, our industry came in dead last with  
27 Millennials.

28

1 So parents, teachers and school counselors do not encourage our youth to  
2 enter a career in manufacturing. We, on the Workforce subcommittee, want to  
3 tackle this public perception problem head-on.

4  
5 We're committed to improve the perception of manufacturing. And to create a  
6 positive awareness of the benefits and rewards available to the next generation  
7 of American workers. Manufacturing is the foundation of our nation's  
8 prosperity.

9  
10 And so, with that in mind, we are pleased and proud to be able to present, to  
11 the full Manufacturing Council, our Workforce Development Perception  
12 Campaign recommendation letter.

13  
14 Some of the key points - without a doubt, we find that Manufacturing Day is  
15 quickly becoming a positive force in select regions of our country. Thus, our  
16 first recommendation is to build on this working model.

17  
18 I don't plan to read the letter in detail, but I am going to emphasize specific  
19 recommendations that, hopefully, will add to the overview. Recommendation  
20 Number 1, building on the successful Manufacturing Day public-private  
21 partnership.

22  
23 We recommend launching a much-needed national pro-manufacturing  
24 advertising campaign. Many of us on the council were pleased with the  
25 progress of Manufacturing Day.

26  
27 And we are all active participants in the program, in some way. We see how  
28 the public-private partnership between industry stakeholders like the  
29 Fabricators & Manufacturers Association, the National Association of

1 Manufacturers, the Manufacturing Institute and MEP - Manufacturing  
2 Extension Partnership -Program, can work effectively together.

3  
4 Our recommendation is to address this pervasive public misperceptions about  
5 manufacturing by aiming a national pro-manufacturing advertising campaign  
6 aimed at the middle and high school students, their parents and educators.

7  
8 We recommend using Manufacturing Day as the campaign's message  
9 centerpiece. Specifically, we're asking the Secretary of the Department of  
10 Commerce to engage in the organizations, such as the Manufacturing Institute.

11  
12 This private partner - and if it happens to be the Manufacturing Institute -  
13 would act as the campaign's fiscal agent, creative project lead and, also, to  
14 guide the work of a national advertising firm.

15  
16 Additionally, we're asking the Secretary to direct the Commerce Department  
17 to provide adequate resources for this joint campaign between MEP and the  
18 Manufacturing Institute.

19  
20 We're recommending key existing and creative partnerships be leveraged for  
21 distribution of multimedia to target the middle and high school students, their  
22 parents and educators.

23  
24 Ideally, the direction should be given, by late summer or early fall, for a  
25 campaign launch. Attached to our letter, you'll find an appendix. It's a  
26 proposed framework for the national pro-manufacturing advertising campaign.

27  
28 Please understand, this framework is a general overview. Our council does not  
29 purport to be an advertising specialist. And, thus, we want to leave the  
30 specifics to the experts.

1  
2 We believe private funding from major U.S. manufacturers is critical and we,  
3 actually, acknowledge this requirement for the public-private partnership to  
4 advance.

5  
6 The amount of funding necessary will depend upon the final scope and the  
7 objectives of the campaign. But, as in the case of Manufacturing Day, we  
8 really believe there will be a strong sponsor base provided by U.S.  
9 manufacturers.

10  
11 Recommendation Number 2, expand Manufacturing Day and it's nationwide  
12 collective of events and of activities. We asked the Secretary to put the full  
13 force of the Commerce Department's weight and power behind Manufacturing  
14 Day by asking other government agencies to participate.

15  
16 As we indicate, Manufacturing Day is a successful platform to build upon. It  
17 provides middle and high school students an opportunity to visit  
18 manufacturing facilities and to learn how advanced technologies are being  
19 used.

20  
21 It provides those same children with face-to-face experiences with our current  
22 Workforce. Manufacturing Day is the premier vehicle to bridge the gap in  
23 communication and collaboration between manufacturers, academia, students  
24 and parents.

25  
26 Specifically, we are recommending engagement of the White House, the  
27 Department of Education and the Department of Labor. They need to get  
28 actively involved.  
29

1 We ask other government agencies with manufacturing facilities, laboratories  
2 and research centers to join in and stimulate their manufacturing contacts to  
3 do likewise.

4  
5 Agencies such as the Department of Defense, Energy, and NASA could  
6 allocate optimal staffing and resources to the program. They could help  
7 support a bold, successful execution of Manufacturing Day.

8  
9 The Secretary currently encourages all of us manufacturers to be part of  
10 Manufacturing Day events at our facilities. But we are specifically  
11 recommending the Secretary promote company-neutral initiatives, which  
12 could be hosted by manufacturing stakeholders such as IMCPs, industry  
13 associations, non-profits and educational institutes that focus on  
14 manufacturing skills training.

15  
16 In our letter, you'll see, we've provided examples of these. The company-  
17 neutral approach was done quite successfully during last October's  
18 Manufacturing Day, in Detroit. Thanks, in large part, to our council members  
19 in the region, we have provided, again, some specific bullet points for your  
20 review in the letter.

21  
22 Manufacturing Day activities were so prominent that they drew the attention  
23 of the federal government and administrators, which led to the participation by  
24 the White House, Commerce officials and elected officials.

25  
26 Our recommendation would create a proactive position of these agencies and  
27 officials, rather than a reactive position. Due to the vision of our council  
28 members, the efforts drew more than 4,000 schoolchildren. And Michigan  
29 rose to the top state, in 2015, with a total of 106 - 7 - 176 events.

30

1 So, in summary, the Workforce Development subcommittee, through its  
2 recommendations, asked the full Manufacturing Council to approve our letter  
3 to the Secretary of Commerce.

4  
5 We strongly believe that developing and launching a national pro-  
6 manufacturing advertising campaign and boosting the participation of  
7 Manufacturing Day will help reshape public misperceptions about  
8 manufacturing.

9  
10 It will encourage Americans - youth, parents and educators - to continue - or  
11 consider manufacturing careers as a practical and exciting way to achieve the  
12 American dream.

13  
14 It could accelerate the revitalization of our nation's manufacturing talent  
15 pipeline. And, ultimately, reduce or eliminate the skills gap, which is expected  
16 to result in 2 million manufacturing jobs going unfilled over the next decade.

17  
18 We did receive feedback from a number of council members. And I would  
19 like to thank those council members, and all of the council, for reviewing our  
20 original draft letter. We received many positive responses from our members.

21  
22 There were a few suggestions on the draft letter and I'll address those in just a  
23 moment. But, before doing so, let me say that the Workforce Development  
24 subcommittee and our outside team members worked diligently to research  
25 this topic in order to prevent - present a well-thought-out written letter of  
26 recommendation.

27  
28 And while Andra and Shirish could not be present, I know I speak for them  
29 when I say thank you to the whole team, especially the efforts of (Jason  
30 Condit), (Mickey Steele) and the directional assistance of Archana.

1  
2 The draft letter was well-received, with comments such as, "Great job,"  
3 "Well-done and thoughtful," "Great job, to the whole team," "Nicely done"  
4 and, "Very good. No new comments or edits."

5  
6 As to the feedback, we did receive, two actionable comments and both were  
7 addressed. The first was from Jan Allman. Thank you, Jan, for your insights  
8 and suggestions.

9  
10 Jan wrote that we should consider leveraging social media and online  
11 resources, also, promoting manufacturing career paths and technologies. This,  
12 she says, could help enhance the effectiveness of Manufacturing Day by, first,  
13 providing a sustained resource and tool for increasing awareness of  
14 manufacturing.

15  
16 And, second, provide a more optimized delivery mode for younger workers  
17 and Millennials. They are far more comfortable and relate to online  
18 information.

19  
20 We acknowledged Jan's concern that the letter call out, specifically,  
21 leveraging social media and online resources. As she suggested, this is an  
22 optimized delivery approach to the younger workers and Millennials.

23  
24 Thus, we added a clause, in the first paragraph of our first recommendation,  
25 specifically identifying the advertising campaign should utilize not only  
26 traditional methods, but also include digital and social media as a delivery  
27 mechanism.  
28

1 The other actionable comment was from Christie Wong Barrett. I want to  
2 thank Christie for her assistance to the process. The subcommittee sincerely  
3 appreciated her comments.

4  
5 Christie wrote that, in order to enhance Manufacturing Day impact, due to  
6 timing in the fall, it is difficult to organize school-age children on trips to  
7 manufacturing sites without planning in the year before.

8  
9 Opportunities could be either to advertise future site visits or to encourage  
10 planning for Manufacturing Day in the prior year, before summer break. We  
11 acknowledged Christie's comments as important scheduling concerns.

12  
13 We also wish to enhance Manufacturing Day input. And while the specific  
14 approach will, likely, be done by the advertising specialists, we attempted to  
15 address this comment by inserting an earlier action date for the campaign.

16  
17 Under the recommendation Number 1A, we are asking the Secretary to direct  
18 the Commerce Department resources by late summer or early fall of 2016.  
19 Finally, I want to acknowledge and thank Angelina Chen, Jan's executive  
20 assistant, and Dawn Grove for providing valuable corrections to the draft. I  
21 would like to open the floor to questions and/or discussion at this point.

22  
23 Susan Smyth: Okay, thank you, Mr. Yeager, for providing, basically, excellent context for  
24 the recommendation letter from the Workforce Development subcommittee.  
25 And I thanks, again, to the entire team for their diligent efforts. I would like  
26 to, now...

27  
28 ((Crosstalk))  
29

1 Susan Smyth: ...call upon Archana to use the roll call list and canvass vote for adopting this  
2 new recommendation. And, also, asking if there are any comments or  
3 questions.  
4

5 Archana Sahgal: Great, thank you, Chair Smyth. I'll start from the top. Jan Allman - her proxy,  
6 Angie Chen?  
7

8 (Angeline Chen): Vote in favor of the - for the recommendation letter.  
9

10 Archana Sahgal: Thank you. Carol Craig? Brad Crews?  
11

12 Brad Crews: We support.  
13

14 Archana Sahgal: Thank you. Robert Degeneff?  
15

16 ((Crosstalk))  
17

18 Archana Sahgal: Oh, thank you. Craig Freedman?  
19

20 Craig Freedman: Accept.  
21

22 Archana Sahgal: Thank you. Bob Friedland? Cody Friesen?  
23

24 Cody Friesen: I'm heartily supportive and really congratulate the team on a extraordinarily  
25 well-articulated and thoughtful letter.  
26

27 Archana Sahgal: Hiro Fujita?  
28

29 Hiroyuki Fujita: I support the letter for adoption. Thank you.  
30

- 1 Archana Sahgal: Al Green - or (Kelly), as his proxy?  
2
- 3 (Kelly): Support the letter.  
4
- 5 Archana Sahgal: Thank you. Dawn Grove?  
6
- 7 Dawn Grove: I support the letter.  
8
- 9 Archana Sahgal: Thank you. Jenny Houston? Eric Kelly?  
10
- 11 Eric Kelly: Yes, this is Eric. First of all, excellent letter. I def. will support the letter,  
12 moving forward.  
13
- 14 Archana Sahgal: Jim Keppler?  
15
- 16 Jeffrey Wilcox: Yes, I totally support the letter. And great work by everybody involved.  
17
- 18 Archana Sahgal: (Afitin Scott)?  
19
- 20 Woman: Yes, I support the letter and congratulate the team.  
21
- 22 Archana Sahgal: Claudine Martinez? Zack Mottl?  
23
- 24 Zach Mottl: I vote in favor of the letter. Congratulations to the team.  
25
- 26 Archana Sahgal: Roger Neilson?  
27
- 28 Roger Nielsen: Yes, I support the letter. Thank you.  
29
- 30 Archana Sahgal: Tim O'Meara? Irwin Shur? Susan Smyth?

1

2 Susan Smyth: I support the letter.

3

4 Archana Sahgal: Marsha Serlin?

5

6 Marsha Serlin: I support the letter. Very well-executed.

7

8 Archana Sahgal: Joe Sylvestro?

9

10 Joseph Sylvestro: I support the letter.

11

12 Archana Sahgal: Ray Yeager? If you want to...

13

14 ((Crosstalk))

15

16 Ray Yeager: I support the letter.

17

18 ((Crosstalk))

19

20 Archana Sahgal: Thank you. And Bill Yeargin - (Terry) as his proxy.

21

22 (Terry): We support the letter.

23

24 Archana Sahgal: Great, thank you. And, with that, that completes the roll call. I'll turn it back  
25 over to Chair Smyth.

26

27 Susan Smyth: Thank you very much. So hearing no objections and no request about it, I  
28 would like to proclaim this recommendation adopted by the Manufacturing  
29 Council. And thanks, again, to Mr. Yeager and congratulations to the team.

30

1 Before I close the meeting, I would like to remind the Manufacturing Council,  
2 we have a face-to-face meeting scheduled for April 11 and April 12, in  
3 Cleveland. And I would like to ask Dr. Hiro for detail - who is our host for  
4 this meeting, if he has any comments or questions at this time.

5  
6 Hiroyuki Fujita: Thank you, Chair Smyth. We are excited about hosting this, you know,  
7 meeting, on behalf of the council, together with all of the council members.  
8 And thank you very much for those who have shown the support to be part of  
9 this, you know, meeting for the host committee.

10  
11 What I'd like to remind you, please, is that we need to make sure that we do  
12 receive, you know, the reservations - RSVPs for the members who are going  
13 to participate in this meeting.

14  
15 At this point, if I'm not mistaken, we have 18 council members. And just want  
16 to make sure that those who want to attend this meeting, please, let us know.  
17 So that we can, you know, talk with - we can, you know, make sure that  
18 everything will go well with the facility, venue and other things.

19  
20 And I have a wonderful, actually, support team here. So Dawn and Andra, if I  
21 missed anything or if I have some information that we should share at this  
22 moment, please just, you know, share those with us now.

23  
24 Woman: Thanks. I think we did a really good job. The big thing is there's, as of  
25 yesterday, 10 people that have not responded. And getting those responses  
26 would be critical. And as far as the rest of it, it's moving right along. And it's  
27 going to be fantastic.

28  
29 Hiroyuki Fujita: Thank you. Thank you, Chair Smyth.

30

1 Susan Smyth: Thank you very much. I would like to thank the council members for  
2 attending the call. I would also, especially, like to thank Archana Sahgal and  
3 her staff, with the Department of Commerce, for their incredible support and  
4 invaluable service with these letters of recommendation. So if there are no  
5 other comments or questions, the meeting is adjourned. Thank you,  
6 everybody. Thank you.  
7

8 Group: Thank you, bye.  
9

10 Man: Thank you, Susan. You did a great job.  
11

12 Susan Smyth: Thank you.  
13

14 Eric Kelly: Susan? Are you there, Susan?  
15

16 Susan Smyth: I'm here.  
17

18 Eric Kelly: This is Eric Kelly. Do you have a few minutes I can give you a call?  
19

20 Susan Smyth: Absolutely, Eric.  
21

22 Eric Kelly: And what's the best number to reach you?  
23

24 Susan Smyth: Eric, 586-899-1364.  
25

26 Eric Kelly: Okay, I'll call you back right after the call.  
27

28 Susan Smyth: Okay, thank you, Eric.  
29

30 Eric Kelly: Okay, thank you.

1

2 Woman: Bye, everyone.

3

4 Woman: Bye, everyone.

5

6 Coordinator: That concludes today's conference. Thank you for participating and have a  
7 great rest of your day. You may disconnect at this time.

8

9 Susan Smyth: Thank you.

10

11

12

END