



**Proactive Technologies News**

The *Proactive Technologies Report* newsletter is a Free Service of Proactive Technologies Inc. Feel Free to Share With a Colleague

**We Have Enough Evidence: Without Employer-Based Structured OJT, Worker Development Falls Way Short**

by Dean Prigelmeier, President of Proactive Technologies, Inc.

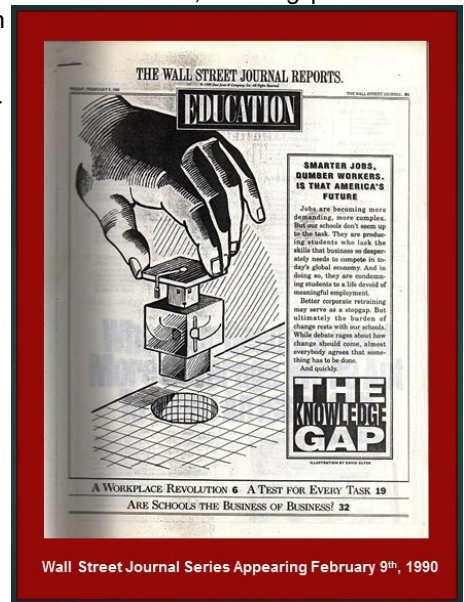


As a nation, we have become accustomed to kicking the can down the road. Maybe not deliberately, we appear to be locked into that mode with regard to worker development. It is not for lack of resources - billions are spent each year by federal programs, state governments and employers. If one backs away and looks at the big picture, the will is there but it seems more that the resources just are not properly aligned and focused.

**Employers have been struggling with the "skills gap" since the 1980's.** Every manner of solution has been tried, but the gap seems to

linger and grow. This is due, in large part, to disproportionately more emphasis being placed on preparing future workers for work and not enough on the employer's vital role in providing the task-specific training once hired, and "upskilling" them through change.

Employers have been led to believe that the solution lies solely with education. While laying the strong foundation upon which to build strong workers is an important part of the solution, if the employer does not immediately begin building on the foundation, the foundation degrades relative to the continually evolving job requirements, and the opportunity is lost.



Wall Street Journal Series Appearing February 9th, 1990

**For nearly all firms, training a worker for the tasks they were hired to perform, once hired, is a mixture of uncoordinated efforts.**

Sometimes an expert worker emerges, but it is hard to explain how it happened let alone repeat the process. In reality, worker development and worker performance are inextricably linked. In practice, they seldom are. Most employers have no way of measuring how much under-developed capacity is on their payrolls or they would act immediately.

"Transfer of knowledge" is often confused with "transfer of expertise," and employers are frequently disappointed when class attendance doesn't produce noticeable improvements in performance. The misspent expenditures and missed opportunities associated with this can be substantial for any organization. The collateral effects on the

**Proactive Technologies, Inc.**

has been capturing worker expertise to build and support job specific, task-based worker development programs with metric-based solutions for the accelerated transfer of expertise™ since 1986!

Have all the experts you need with a fraction of the investment, in a fraction of the time...with a massive return.

Download a .pdf version of this issue at the bottom of this month's post on our website's [News & Publications](#) page. While there, check out past newsletters, articles and more.

**Helping employers to unlock worker value since 1986!**



**Sign-up for our free monthly newsletter**

## In This Issue

[Proactive Technologies' Workforce Development News](#)

[Industry News](#)

[Financial News](#)

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[Education and Workforce Development News](#)

[Training and Organizational Development News](#)

[Quality News](#)

[Cyber Security and IT News](#)

[Human Resource Management News](#)

[Environmental, Health & Safety News](#)

## Free - Live Online Presentation Schedule

If interested in attending one of the presentations below, click on the title, then select a date/time and press "Send." An online presentation invitation and link will be sent to you. On the date and time of the event, just click on link in email invitation and it will connect you to the presentation. **No special equipment required.**

[Click here](#) for descriptions of all of the available presentations. Click on a specific title for that specific description and schedule or to schedule a date and time that works for you.

**APPLIES TO ANY ORGANIZATION (Recorded - Available Any Time):**  
[PTIpromo - A Preview of an](#)

organization - such as turnover costs, costs of malperformance and under-capacity and non-compliance with mandated standards and regulations - is a risk no organization should bear.

Manufacturing processes and products are more unique to each employer than common to industry. [Read More](#)

## Blockchain Employee Records? What is the Balance Between Business Controls and Employee Privacy?

by Stacey Lett, Regional Manager - Eastern U.S. - Proactive Technologies, Inc.



How much personal information is too much? Can we be so swamped by data available to us from so many sources that we forget our mission? What will technology's legacy be: the engine for positive change or a harmful disruptor and nothing more?

[United Healthcare announced in 2016 that their employees would be wearing fitness trackers as part of their wellness program.](#) Other employers were looking into it, as well. Privacy advocates expressed concern over how the devices could be used to track an employee's movement, and possibly provide data out of context.

Lacking a standardized format between departments, the U.S. Office of Personnel Management in 2017 announced that they were looking to modernize the handling of employee records. One proposed solution is the [creation of the federal employee digital record](#) that would enable a continued, secure exchange of information on the "life cycle of employees." Without knowing the types, limits and sources of collected data, it is unclear as to who will be helped and hurt by this practice.

Also in 2017, [Sony announced that is was working to digitize education records](#) using blockchain technology to track each citizen's educational achievement throughout their life. Again, the devil is in the details.

In 2018, in an article appearing in Material Handling & Logistics entitled "[Will Amazons Worker Tracking Wristbands Cross the Privacy Line?](#)," it was reported that Amazon announced a new technology to track workers that has drawn many privacy group's concern. "...a recent patent acquired by Amazon that would require employees to wear devices on their wrists which would track their every move has sounded alarm bells as to whether this new foray into advanced technology comes up against the need for privacy."

Where is all of this leading? Lori Andrews, a professor at the Illinois Institute of Technology's Chicago-Kent College of Law said, "Employers are increasingly treating their employees like robots," Andrews said. And this tracking could extend deeper than merely recording movement related to warehouse operations. Maroiti [Ally Maroiti-Chicago Tribune] also spoke with Paula Brantner, senior adviser at employee rights organization Workplace Fairness who said that the "technology could lead to discrimination. Even if the wristbands don't use GPS tracking, they could tell a company if a woman is taking longer bathroom breaks than co-workers or whether a disabled employee is moving more slowly, which could reflect negatively on their job performance."

Data is good. Employers need data to monitor efficiency and track the results of improvement efforts. But when does too much data cloud the underlying issue being measured? Can employers micro-manage itself into bad decisions and operational paralysis? And as companies continue to aggregate and sell collected data, what dangers does this pose to employees and consumers privacy - something difficult to nearly impossible to remedy once affected? [Read More](#)

**Classes Alone Will Not Close the "Skills Gap," But Structured On-the-Job Training Can...Every Time!**

[Upcoming Presentation](#)  
(13 minutes)

**FOR FORMER EMPLOYER CLIENTS:**

[PTI1001 - MA, OH, PA and SC Former Client Employers - Restart Your Organization's PROTECH® Training Infrastructure](#)  
(45 minutes)

**FOR ANY EMPLOYER:**

[PTI1002 - Building an Effective Worker Training/Apprenticeship System - Registered or Not](#)  
(45 minutes)

[PTI1004 - If You Can't Find Skilled Workers, Develop Your Own](#)  
(45 minutes)

[PTI1007 - Structured On-the-Job Training Supports ISO/AS/TS Process Training Requirement Compliance](#)  
(45 minutes)

[PTI1008 - Preparing your Workers for Growth: Using Lulls Before Growth to Increase Your Worker's Capacity](#)  
(45 minutes)

**FOR EDUCATION, WORKFORCE AND ECONOMIC DEVELOPMENT ORGANIZATIONS**

[PTI1003 - Adding Employer-Specific Structured OJT to Your Training Support Strategy](#)(45 minutes)

[PTI1005 - Adding Structured On-the-Job Training to Your Apprenticeships](#)  
(45 minutes)

[PTI1006 - Building a Regional Workforce Development Infrastructure: Employer-Specific for Maximum Effectiveness and Lowest Investment](#)  
(45 minutes)

If you would like more information or would like to discuss these presentations or anything else, click [here](#) and fill in the "Contact Us" with your request including information specifying an alternative date/time you prefer and how many will be attending. An invitation and link will be sent to you.

**UPCOMING EVENTS**

**Onsite and group presentations** are being scheduled for the following states, **and a representative will be in your area**, in the month of:

**April, 2018**  
**Colorado (Eastern Slope)**

Indiana

by Proactive Technologies, Inc. Staff

**Proactive Technologies, Inc.** works with many employers, a large number of them manufacturers, to set up structured on-the-job training programs designed to their exact job classification(s), built to train incumbent and new-hire workers to "**full job mastery**" - still the most elusive goal most employers face and the key to "closing the "skills gap." **Under-capacity of workers is an enormous source of untapped value and unrealized return on worker investment.**

The [accelerated transfer of expertise™](#) approach can help any employer quickly and completely train the skilled workers they need **AND realize an increase in worker capacity, work quantity/quality and compliance (ISO/TS/AS, engineering specifications and safety) while reducing the internal costs of training.** New-hires and incumbent workers are driven to full job mastery and higher levels of return on worker investment (ROWI). The task-based, structured on-the-job training infrastructure is perfect for apprenticeships; instead of marking the calendar for "time-in-job," job-relevant tasks are mastered and documented. **AND, unlike classroom or online training, the cost per trainee decreases with each added trainee once set up.**

This approach makes a worker's mastery of the job the focus, integrating into the company's existing systems and standards by building structure around the loosely arranged worker development activities already in place. By structuring the unstructured worker training to make it work effectively and efficiently, this approach maximizes the use of resources already in place.

Proactive Technologies is confident that, once your firm experiences the PROTECH® system of managed human resource development, you will recognize its capabilities to maximize your workforce and cut your training costs. That is why PTI is willing to let your firm find this out at the pace and investment level that you are comfortable first, then work with you to scale up within your budget to reach your goals. [Read More](#)

**You Asked, We Listened:  
The "Proof is in the Pudding" Pilot Program/  
Discount Offer is Back**

*Proactive Technologies, Inc. Staff*

We received many requests to bring back the "**Proof is in the Pudding**" Pilot Program/Discount Offer. So here it is:

- select a 1-job classification (minimum) pilot project;
- Proactive Technologies will job/task analyze the classification(s) (incorporating your process documents and specifications), set up a structured on-the-job training system, provide 12 months of implementation technical support to make sure it is running right;
- Retainers are scheduled over 12 months. **If not satisfied with the results, you can cancel the project at any time, for any reason;**
- Within the first 90 days of the project, if you are satisfied with the results and want to expand the project to include other job classifications, the discount offer would apply!

**Discounts of up to 30%**, and all expenses are included!

**What other consulting professionals are confident in their approach and services to make such an offer? Low investment, no risk, everything to gain.**



Kansas (Kansas City, Topeka and I70 Corridor)

Kentucky (North and Eastern)

Missouri (Kansas City, St. Louis)

North Carolina (Asheville and Western Area, Charlotte, I77 Corridor)

Ohio

Pennsylvania (Pittsburgh and Western Area)

South Carolina (UpState, Columbia and Charleston Area)

Tennessee (Eastern)

West Virginia (North-Central, South Central)

[Contact Us](#) to express your interest in an onsite or group presentation.



**Classes alone will not close the "skills gap," but structured on-the-job training can...every time!**

Under-capacity of workers is an enormous source of untapped value and unrealized return on worker investment. In addition, standardizing expert task performance - between workers and shifts - can add to worker ROI through lower scrap and rework.

Experience the power of the **PROTECH©** system of **managed** human resource development!



Find out more about Proactive Technologies' "Proof is in the Pudding" discount/pilot project offer

From February 1 – April 10, 2018



[Contact a Proactive Technologies Representative](#) today to learn more!

## Industry News

### DOMESTIC ECONOMIC DATA

#### Gross Domestic Product

US Department of Commerce - Bureau of Economic Analysis



Real gross domestic product (GDP) increased at an annual rate of 2.5 percent in the fourth quarter of 2017, according to the "second" estimate released by the Bureau of Economic Analysis. In the third quarter, real GDP increased 3.2 percent. [Read Report](#)

#### Personal Income and Outlays

US Department of Commerce - Bureau of Economic Analysis



Personal income increased \$67.3 billion (0.4 percent) in February according to estimates released today by the Bureau of Economic Analysis. Disposable personal income (DPI) increased \$53.9 billion (0.4 percent) and personal consumption expenditures (PCE) increased \$27.7 billion (0.2 percent). [Read Report](#)

#### GDP, Q4 and Annual 2017 (3rd est);

#### Corporate Profits, Q4 and Annual 2017

US Department of Commerce - Bureau of Economic Analysis



Real gross domestic product (GDP) increased at an annual rate of 2.9 percent in the fourth quarter of 2017, according to the "third" estimate released by the Bureau of Economic Analysis. In the third quarter, real GDP increased 3.2 percent.

Profits from current production (corporate profits with inventory valuation adjustment and capital consumption adjustment) decreased \$1.1 billion in the fourth quarter, in contrast to an increase of \$90.2 billion in the third quarter. [Read Report](#)

#### Manufacturers' Shipments, Inventories, and Orders

US Census Bureau



New orders for manufactured durable goods in February increased \$7.4 billion or 3.1 percent to \$247.7 billion. February 2018: 3.1° % change; January 2018 (r): -3.5° % change. [Read Article](#)

#### Auto Industry Healthy Enough To Withstand Next Downturn, Analysts Say

NPR Morning Edition - Sonari Glinton

Last year was yet another good one for the U.S. auto industry. Overall, 17.2 million vehicles were sold in 2017 - one of its five all-time best years - and profits were high.



Automakers aren't rejoicing - sales declined about 2 percent after reaching a record in 2016. And, despite a good economy, analysts predict another drop this year.

"I can tell you (we're) coming off a plateau in the last couple of years for sure," says Mark Scarpelli, chairman of the National Automobile Dealers Association.

- Accelerated Transfer of Expertise™;
- Increased worker capacity, productivity, work quantity, work quality and compliance (specifications, ISO/AS/TS programs and safety mandates);
- Decreased internal costs of training;
- Higher return on worker investment!

You would be surprised how small of an investment is needed to unlock enormous returns.

If budgets are tight, **Proactive Technologies can be your surrogate training department**, or an extension to the training department you have, with our technical implementation support - **included with every project!**

There's nothing to lose by [contacting us](#) to learn more

[www.proactivetechnologiesinc.com](http://www.proactivetechnologiesinc.com)

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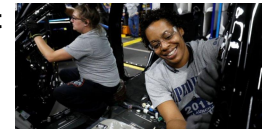
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Scarpelli, a Chicago area car dealer, says normally he'd be worried about a forecast for slowing sales. But, he says, the industry is much healthier now than anytime he's seen it. [Read Article and Hear Podcast](#)

### Manufacturing in US Expands at Fastest Pace Since May 2004

*IndustryWeek - Bloomberg*

U.S. factories expanded in February at the fastest rate since May 2004, indicating sustained strength in manufacturing as demand remains solid, according to figures from the Institute for Supply Management released on March 1.



The factory index dimbed to 60.8, up from 59.1 in January.

The latest advance extends a series of healthy readings in the survey-based measure of manufacturing that's being fueled by improving global economies and firm business investment. It also comes on the heels of a late-year pickup in consumer spending, which advanced in the fourth quarter at the fastest pace in more than a year. [Read Article](#)

### Behind Theranos' Rise and Dramatic Fall: The Powerful Backers in Money, Tech and Politics

*USA Today - Marco della Cava*

How did disgraced biotech start-up Theranos become a \$9 billion darling? The old-fashioned way: Through star power, dazzling promises, deep pockets and devout believers.



But the Palo Alto, Calif., company, whose founder Elizabeth Holmes was stripped of her leadership role Wednesday by the Securities and Exchange Commission, wound up with a story line worthy of Icarus.

Theranos rose quickly from being a college dropout's idea to revolutionize the blood analysis industry to a hot tech bet that accrued \$700 million in funding and many famous names for its board.

Anchoring it all was Holmes, now 34, whose smarts, fierce determination and Steve Jobs-inspired look (a black turtleneck was her staple) were critical to recruiting believers for a secretive company that ultimately could not deliver the technology required to do complex blood work based on drops of blood rather than vials.

Here's a look at some of the cast members in Theranos' dramatic tale: [Read Article](#)

### GE Aviation Expanding CMC Production in North Carolina

*American Machinist - Staff*

GE Aviation is planning a \$105-million capital improvement program to expand ceramic-matrix composites production at Asheville, N.C., a project it noted is a response to rising demand for CMCs in turbofan engines. The expansion will lead to 131 new jobs at the five-year-old plant, and GE Aviation also plans to add 15 more position at a plant in West Jefferson, N.C.



The Asheville plant was a \$125-million development that start up in 2014, and claimed by GE Aviation as the first operation in the world to produce CMC materials on a mass-production scale. [Read Article](#)

### What's the Biggest Challenge Facing the Industry Today?

*Material Handling & Logistics - Dave Blanchard*

Every year one of the questions we ask in our MH&L 2018 Salary Survey is: What is the biggest challenge facing the material handling and logistics industry today? We don't offer a pre-set list of options, so every respondent has the chance to tell us exactly what's top of mind when it comes to the biggest hurdles they have to get over in their jobs. So you would expect there to be almost as many different answers as there are respondents.



But that's not really how it works out. While it's true that we hear about some really specific beefs that our readers have about their job situations,



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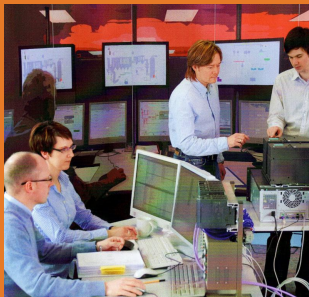
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## SAR Automation and Training



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there are a couple "biggest challenges" that appear over and over again in the responses. And the most frequently heard lament of all is how hard it is to find and retain good people.

According to a recent survey of manufacturing professionals conducted by the American Society for Quality (ASQ), 41% of respondents say that finding skilled workers is their number one challenge for 2018. "While it's great that the economy is improving, it's troubling that manufacturers expect to struggle finding the skilled workers they need to be successful," observes Eric Hayler, ASQ's chair. [Read Article](#)

### Medicine's Long, Thin Supply Chain

*Area Development - WIRED, Maryn McKenna*

By offshoring its drug and medical supply manufacturing, the US has put patients and hospitals in a frighteningly precarious position.



On the website of the Food and Drug Administration, there's a page where the agency lists drugs that are in short supply in the United States. Last week, there were 90 entries on the list: antibiotics, drugs for anesthesia, compounds to light up veins and organs for imaging, immunosuppressives to prevent organ rejection, tube-feeding solutions, sedatives. For every type of medical problem, an important drug is off the market or in short supply-and this is routine.

In the fall, after Hurricane Maria tore through Puerto Rico, something new joined the list, not a drug but a category of medical equipment: bags of sterile salt water. When the territory's electrical grid went down, it took out several plants that make bagged saline for US manufacturer Baxter International. Few noticed at first, until this winter's flu season got bad. One of the first things you do when someone arrives at a hospital weak and feverish is plug them into a quart bag of saline to rehydrate them. Another might be giving them drugs through a smaller bag hooked to an IV drip. In many hospitals, both were suddenly rationed. [Read Article](#)

### HQ2 Cities: There's a Better Way to Do Economic Development

*CityLab - Patrice Frey*

If you want economic growth and jobs, stop throwing incentives at Amazon and invest in businesses that are already there.



The allure is undeniable: A mega-corporation moves to town, bringing with it billions in capital investment and tens of thousands of jobs. Little wonder that the ongoing sweepstakes to win Amazon's second headquarters has inspired city and state officials to offer record-breaking economic incentive packages in the hopes of attracting the online giant. Chicago has offered \$2 billion in tax breaks, including a tax diversion program which would redirect up to 100 percent of potential Amazon employees' income taxes back to the company. Newark, New Jersey-which has an unemployment rate of 7.9 percent-is offering up an eye-popping \$7 billion in state and local tax incentives. Metro-Atlanta offered to form a brand-new city (named Amazon, of course) and proposed legislation that would make Jeff Bezos mayor for life, in addition to the \$1 billion in incentives they are pledging to the company.

In return, Amazon promises enormous economic growth to the city that hosts its HQ2. The company's analysts say HQ2 will bring with it \$5 billion in local investment and 50,000 new jobs. [Read Article](#)

### Walmart Whistle-Blower Claims Cheating in Race With Amazon

*IndustryWeek - Bloomberg*

"Wal-Mart sacrificed and betrayed its founder's key principles of integrity and honesty, pushing those core values aside in its rush to win the e-commerce war at all costs," said former executive.

In its race to catch Amazon.com Inc. in online retailing, Walmart Inc. issued misleading e-commerce results and fired an executive who complained the company was breaking the law, according to a whistle-blower lawsuit. Walmart shares fell as much as 2%.

Tri Huynh, a former director of business development at Walmart, claims



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Profisafe

- SAR Offers Other Specialty  
Courses for Manufacturing



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## MEMORABLE QUOTES

*"Accountability is the glue that  
bonds commitment to results."*

Will Craig

*"I have never let my schooling  
interfere with my education."*

Mark Twain

*"Doubt kills more dreams than  
failure ever will."*

Suzy Kassem,  
Writer

## Recent Proactive Technologies News Article Quicklinks

### March

[Explaining Your Process Training to  
Auditors, Prospects and Clients](#)

by Dean Prigelmeier, President of  
Proactive Technologies, Inc.

[STEM Programs are Good, But No  
Substitute for Employer-Delivered  
Structured On-The-Job Training](#)

by Stacey Lett, Regional Manager -  
Eastern U.S. - Proactive Technologies,  
Inc.

[Five Most Important Ways Structured  
On-the-Job Training Can Reclaim  
Wealth For an Employer](#)

by Dean Prigelmeier, President of  
Proactive Technologies, Inc.

### February

[Eight Scenarios That Would Make  
You Wish You Had a Structured OJT  
System](#)

by Dean Prigelmeier, President of

under false pretenses" after repeatedly raising concerns about the company's "overly aggressive push to show meteoric growth in its e-commerce business by any means possible – even, illegitimate ones." [Read Article](#)

## General Dynamics Battles for IT Firm Amid Trump Defense Bonanza

*IndustryWeek - Bloomberg*

A bidding duel in the Washington suburbs for a relatively small cybersecurity and analytics company underscores the intensifying competition for lucrative contracts to handle data for the federal government.



CSRA Inc. agreed to sell itself to defense giant General Dynamics Corp. a month ago for \$6.7 billion in cash – only to receive a \$7.2 billion bid on March 18 from a much smaller suitor, CACI International Inc.

The would-be acquirers are battling for CSRA's cybersecurity and data-analytics skills as defense spending rises under President Donald Trump - and information-technology contracts get bigger and more complex. [Read Article](#)

## Yes, Manufacturing Still Provides a Pay Advantage, But Staffing Firm Outsourcing is Eroding It

*Economic Policy Institute - Lawrence Mishel*

Widespread support for policies to rebuild American manufacturing is premised on the understanding that "manufacturing matters." A recent McKinsey Global Institute report explains that one reason manufacturing matters is that manufacturing jobs have "historically offered opportunities for workers without college degrees to gain technical skills and climb the economic ladder," and therefore manufacturing's erosion has had "profound effects on the U.S. economy-and on the prospects of American workers in general" (Ramaswamy et al. 2017, 29).

Just what American workers stand to lose is captured in a 2012 Commerce Department report, which notes, "The compensation premium [for manufacturing jobs] has risen over the past decade across all levels of educational attainment. In sum, manufacturing jobs provide benefits to workers with higher overall compensation than other sectors, and to the economy through innovation that boosts our nation's standard of living." [Read Release](#)

## Financial News

### SEC Kills Chinese-Linked Takeover of Chicago Stock Exchange

*BloombergMarkets - Annie Massa and  
Benjamin Bain*

U.S. regulators rejected a bid by a Chinese-linked consortium to take over the Chicago Stock Exchange, extinguishing an ambitious dream of starting an international listing venue from a minuscule market.

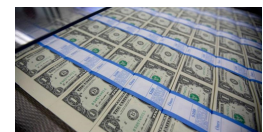


The Securities and Exchange Commission's decision ends a process that lasted two years and took place in the crucible of a presidential campaign and a new administration that's expressed skepticism over China's policy motives. Now that it's over, the exchange founded in 1882 is left handling less than 1 percent of daily U.S. stock trading, missing out on an audacious project to court smaller companies, particularly those based in China. [Read Article](#)

### Everything Is Booming Except for Americans' Wages

*IndustryWeek - Bloomberg View*

It's now safe to say that the U.S. economy is in a boom.



Small business leaders are saying it. Measures of business optimism, tracked by the National Federation of Independent Business, are at all-time highs.

These heady survey measures haven't yet been matched by hard data, but

[\*\*A Pay-for-Value Worker Development Program - Fair to Management and Workers, and Effective Tool\*\*](#)

by Stacey Lett, Regional Manager - Eastern U.S., Proactive Technologies, Inc.

[\*\*Who is Responsible for Decisions Regarding Training?\*\*](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

**January**

[\*\*Maximizing Worker Capacity Maximizes Shareholder Value...If Done Right\*\*](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[\*\*Training Issue or Attitude Issue? Understanding the Difference\*\*](#)

Stacey Lett, Regional Manager - Eastern U.S., Proactive Technologies, Inc.

[\*\*Grow Your Own Multi-Craft Maintenance Technicians - Using a Systems Approach to Training\*\*](#)

by Dr. Dave Just, former Dean of Corporate and Continuing Education at Community Colleges in MA, OH, PA, SC. Currently President of K&D Consulting

[\*\*Finding the Balance Between Wages, Entry-Level Skills and Opportunities for Advancement\*\*](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

**December:**

[\*\*Worker Capacity: Malperformance Cause-Effect\*\*](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[\*\*Challenges Presented by the Widening Skills Gap\*\*](#)

by Stacey Lett, Regional Manager - Eastern U.S. - Proactive Technologies, Inc.

[\*\*Tips for Workforce Developers - Partnerships That Matter...and Last!\*\*](#)

by Frank Gibson, Special Projects Coordinator -The Ohio State University - Alber Enterprise Center

[\*\*10 Reasons Structured On-The-Job Training is a Vital and Necessary System for Any Organization\*\*](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

**November:**

[\*\*Understanding the Resistance to Training: Part 2. Meeting the Challenge\*\*](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[\*\*The High Cost of Employee Turnover\*\*](#)

The hard numbers are looking good too. Business investment as a percent of gross domestic product is almost as high as it's been since the recession. Meanwhile, broad measures of unemployment are as low as at the peak of the mid-2000s boom:

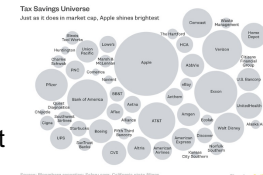
And job creation continues at a healthy dip. In other words, it's time to stop calling this a recovery, and start calling it a boom. This is very good news for President Donald Trump, whose 2020 re-election bid will be strengthened by good economic times, even though the degree to which presidential policies really affect the economy is dubious.

But one important economic indicator remains disturbingly subdued – wages. [Read Article](#)

**5 Charts That Show Where Those Tax Savings Are Going**

*Bloomberg*

President Donald Trump and Republicans sold their \$1.5 trillion tax cut as a boon for workers, but it's becoming clear just two months after the bill passed that the truly big winners will be corporations and their shareholders, but perhaps not as big as people have been proclaiming recently.



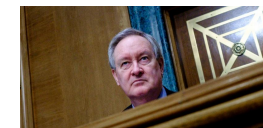
The latest evidence is buybacks, which are on track to have their best quarter ever. Kevin Hassett, chairman of the Council of Economic Advisers, says much of those buybacks are from overseas cash coming back into the U.S.

He's right, though Republicans argued that would boost wages and investment as well. Still, even stripping away the repatriated cash and looking just at increases in buybacks, investors and companies are still coming out ahead. [Read Article](#)

**Bank Earnings Are Soaring, but Congress Wants to Gut Post-Crisis Safeguards**

*The Intercept - Gary Rivlin, Susan Antilla, In partnership with The Investigative Fund*

Dick Bove, a high-profile banking analyst, was feeling contrite. For years, Bove, a regular on CNBC, has been arguing for the rollback of regulations imposed after the 2008 financial collapse.



"But lately I've been trying to figure how regulation has hurt the banking industry," Bove confessed in an interview last spring. "And I'm having a lot of trouble coming up with an answer."

This week, the Senate considers the Economic Growth, Regulatory Relief, and Consumer Protection Act, a bill that represents the greatest threat to the Dodd-Frank financial reform law since its passage in 2010.

The bill would relieve all but the country's largest dozen banks of increased scrutiny and ease mortgage rules imposed after the financial crisis. It would undermine fair lending rules designed to counteract race discrimination and weaken the Volcker rule, which limits a bank's ability to make speculative trades with federally insured deposits. The arguments that Bove has been making publicly for years are the same specious ones being offered by the bill's co-sponsors, and the trade groups calling for a rollback of banking regulations: Banks are suffering and so, by extension, are consumers, businesses, and the economy at large. [Read Article](#)

**Trump's Steel Tariff Plan Fuels Trade War Fears**

*CFO.com - Matthew Heller*

President Donald Trump is planning to impose hefty tariffs on imported steel and aluminum, saying U.S. producers needed protection from countries like China but sparking fears of a trade war.



Trump's announcement Thursday was, as BBC News reports, a victory for the steel industry. He said duties of 25% on steel imports and 10% on aluminum would be formally announced next week.



by Stacey Lett, Regional Manager  
Eastern U.S. - Proactive Technologies,  
Inc.

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by Frank Gibson, Special Projects  
Coordinator -The Ohio State University -  
Alber Enterprise Center

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by Dean Prigelmeier, President of  
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Dr. Dave Just, formally Dean of  
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## **August:**

### [Supervisors and First Line Management Need Structured On- The-Job Training, Too](#)

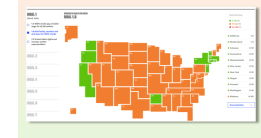
U.S. steel production has declined from 112 million tons in 2000 to 86.5 million in 2016. "We're going to build our steel industry back and our aluminum industry back," Trump said.

Those industries, he complained, had suffered "disgraceful" treatment from other countries, in particular China, for decades. "When it comes to a time where our country can't make aluminum and steel ... you almost don't have much of a country," he added.

But the plan drew rebukes not only from foreign trading partners, but also from U.S. manufacturers of products made with steel and aluminum and Republicans in Congress who are concerned the tariffs will increase prices for consumers. [Read Article](#)

## **Only A Few States Are Meeting The Sustainable Development Goals**

*Area Development - Fast Company - Ben  
Schiller*



The Sustainable Development Goals (SDGs) call on the nations of the world to meet grand challenges on poverty, education, health, and the environment. Currently, many of the 50 U.S. states are falling short.

The "America's Goals Report Card" scores the states on seven SDGs, including issues like worker rights and healthcare. In most cases, the U.S. ranks poorly overall, though some individual states are approaching international standards. [Read Article](#)

## **Do You Own Bitcoin? The IRS Is Coming for You -- Tax Report**

*4-Traders.com - Laura Saunders, Wall Street Journal*

Pay your taxes on bitcoin...or else.

Late last year, the Internal Revenue Service persuaded a federal judge to require Coinbase, a San Francisco-based digital-currency wallet and platform with about 20 million customers, to turn over customer information. Driving the IRS's decision was its belief that few bitcoin investors appear to be paying taxes due on sales. The court order is one of the agency's first moves as it clamps down on cryptocurrency scofflaws.

By March 16, the IRS will have data on about 13,000 Coinbase account holders who bought, sold, sent or received digital currency worth \$20,000 or more between 2013 and 2015. The data include the customer's name, taxpayer identification number, birth date and address, plus account statements and the names of counterparties. Criminal tax lawyers expect the IRS will act on the information and high-profile cases will follow.

Some cryptocurrency holders are now disclosing past tax lapses to avoid potential criminal prosecution.

Bryan Skarlatos, a lawyer with Kostelanetz & Fink with several such cases, reminds cryptocurrency investors of the IRS's success in piercing the veil of Swiss bank secrecy. Since 2009, more than 56,000 Americans who hid money in offshore accounts have paid more than \$11 billion to resolve tax issues. [Read Article](#)

## **No Profit? No Problem! Loss-Making Companies Flood the IPO Market**

*MSN - Ben Eisen, The Wall Street Journal*

Scott Pruitt, the administrator of the Environmental Protection Agency, has a record of rolling back regulations, which some see as a possible springboard to higher office. Pruitt, Trump's Rule-Cutting E.P.A. Chief, Plots His Political Future

Dropbox Inc. and Spotify Technology SA are poised to join a growing list of newly public companies that aren't making money, signaling an increasing tolerance for loss-makers when investors believe there's potential.

More than three-quarters of the 108 companies that completed IPOs in 2017 reported per-share losses in the 12 months leading up to their debuts, according to data tracked by Jay Ritter, a finance professor at the

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[Realistic Job Previews Can be a Useful Tool for Measuring a Prospective Employee's Transferable Task-based Skills](#)

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[Developing the Maintenance and Other Technically Skilled Workers That You Need: To Specification, With Minimal Investment](#)

by Dr. Dave Just, former Dean of Corporate and Continuing Education at Community Colleges in MA, OH, PA, SC. Currently President of K&D Consulting

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[Some Common, But Unfortunate, Reasons Used to Avoid Structured On-The-Job Training](#)

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**July:**

[Economic Development Opportunities - An Important Incentive in Attracting Companies to Your Region](#)

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[Increasing Worker Capacity - An Alternative to Cutting Workers for Short-term Cost Savings](#)

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[Is an Apprenticeship Without Structured On-The-Job Training an Apprenticeship?](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[Changes in ISO 9001: 2015 and Any Effects on Worker Training](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[What Makes Proactive Technologies's Accelerated Transfer of Expertise™ So Effective](#)

by Proactive Technologies, Inc. Staff

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University of Florida.

The share of loss-makers in the IPO market has been rising. Last year, it reached the highest percentage since the peak of the dot-com boom in 2000. By contrast, data spanning nearly four decades shows 38% of companies are typically unprofitable when they go public.

The shift suggests investors are comfortable giving companies more space to grow their businesses, often by sacrificing immediate profitability for higher spending on marketing or research and development, according to Mr. Ritter.

That's particularly true in the tech sector, where 17% were profitable last year, barely higher than 14% in 2000. [Read Article](#)

**Why the Automation Boom Could Be Followed by a Bust**

Area Development - Harvard Business Review, Karen Harris, Austin Kimson and Andrew Schwedel



You may not be sharing your office with a robot yet, but the next wave of automation has begun. Humanoid service robots, machine learning algorithms and autonomous logistics will replace millions of service workers in the coming decade. Experts are rushing to forecast the likely impact on jobs. But most projections overlook two powerful forces that will combine with automation to reshape the global economy by 2030: rapidly aging populations and rising inequality.

The collision of these three forces sets the stage for a 10- to 15-year economic boom followed by a bust. An aging workforce, advances in automation, and growing income inequality point to an era of rapid and volatile change-and greater economic disruption than we have seen over the past 60 years. In the coming decade extremes are likely to become more extreme. [Read Article](#)

**Examining the Local Value of Economic Development Incentives - Evidence From Four US cities**

BROOKINGS

Area Development - Brookings Institution, Joseph Parilla and Sifan Liu

Every year local and state governments in the United States expend tens of billions of dollars on economic development incentives. Under intense pressure to deliver economic opportunity, policymakers utilize incentives to encourage private sector firms to create jobs, invest in communities, and strengthen local industries. Drawing on a detailed literature review and a unique analysis of economic development transactions in four U.S. cities (Cincinnati, Indianapolis, Salt Lake County, and San Diego), this report advances a framework for inclusive economic development to help leaders analyze and evolve their incentive policies.

The report's key findings include: [Read Report](#)

**International News**

**Italy Election: Populist Five Star and League Vie for Power**

BBC



The leaders of two anti-establishment parties have each claimed they have the right to govern Italy, after voters in Europe's fourth-largest economy did not return a majority to any single party.

The Eurosceptic, populist Five Star Movement was the biggest single party with a third of the vote.

But the anti-immigrant League said it had been endorsed to run the country as part of a centre-right alliance.

Forming a government could take weeks of negotiation and coalition-building.

Former Prime Minister Matteo Renzi has resigned as leader of the

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governing centre-left Democratic Party, which performed poorly, taking less than 20% of the vote. [Read Article](#)

### In Italy Election, Anti-E.U. Views Pay Off for Far Right and Populists

*New York Times - Jason Horowitz*

Italians registered their dismay with the European political establishment on Sunday, handing a majority of votes in a national election to hard-right and populist forces that ran a campaign fueled by anti-immigrant anger.



The election, the first in five years, was widely seen as a bellwether of the strength of populists on the continent and how far they might advance into the mainstream. The answer was far, very far.

After Chancellor Angela Merkel of Germany and President Emmanuel Macron of France beat back populist and far-right insurgencies in the past year, Europe had seemed to be enjoying a reprieve from the forces threatening its unity and values.

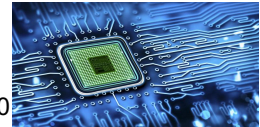
That turned out to be short lived.

In Sunday's [March 4, 2018] vote, preliminary results showed, the parties that did well all shared varying degrees of skepticism toward the European Union, with laments about Brussels treating Italians like slaves, agitation to abandon the euro and promises to put Italy before Europe. [Read Article](#)

### China Said to be Raising Up to \$31.5 Billion to Fuel Chip Dream

*IndustryWeek - Bloomberg*

China's government aims to raise as much as 200 billion yuan (US\$31.5 billion) to invest in homegrown chip companies and accelerate its ambition of building a world-class semiconductor industry, people familiar with the matter said.



The state-backed China Integrated Circuit Industry Investment Fund Co. is in talks with government agencies and corporations to raise at least 150 billion yuan for its second fund vehicle but is angling for up to 200 billion yuan, the people said, asking not to be identified talking about a plan that hasn't been publicized. It intends to begin deploying capital in the second half of the year, they added.

The firm will again invest in a wide range of sectors from processor design and manufacturing to chip testing and packaging, potentially benefiting industry leaders from telecoms gear makers Huawei Technologies Co. and ZTE Corp. to major players such as the Tsinghua Group. The first round of money had gone toward more than 20 listed companies, including ZTE and contract chipmaker Semiconductor Manufacturing International Corp., the people said. [Read Article](#)

### The factory That Combines School and Work to Give El Salvador a Brighter Future



*PBS News Hour - Fred De Sam Lazaro*

At a garment factory that makes T-shirts bearing the logos of American universities, about a fifth of the workers at high-school dropouts. But if they want to keep their jobs, they'll need to do something about it, Special correspondent Fred De Sam Lazaro reports from El Salvador on the factory turned college pipeline that employs those normally left out of society, including ex-gang members.

Fifty thousand T-shirts and sweatshirts buzz through the sewing machines in this factory every week, bearing the seals and mascots of some 1,600 U.S. universities, Princeton, Michigan, Kenyon College, each one, it seems, a reminder to general manager Rodrigo Bolanos of what El Salvador desperately needs. [Watch Video Report](#)

### Trump Infrastructure Plan Gets \$2 Trillion Proposal from Australia

*IndustryWeek - Bloomberg*

Trump's pledge to fix America's ailing roads, bridges and airports may get an unlikely boost from retirement savers some 10,000 miles away in Australia.





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In face-to-face talks at the White House this week, Prime Minister Malcolm Turnbull will propose using a chunk of Australia's A\$2.53 trillion (\$1.99 trillion) pension savings pool to help unlock funding for Trump's infrastructure push. He's being joined on the trip by local money managers who help control the world's fourth-largest pot of retirement savings.

"There's a very bold ambition to drive U.S. infrastructure and Australia should be front and center in terms of project design, build, financing and management," Trade Minister Steven Ciobo said in an interview ahead of the visit. [Read Article](#)

### Hurricane Maria - Caribbean Update FEMA



This is the main page for up-to-date resources and information on the federal response to Hurricane Maria. [See Update](#)

### Dodgers Donate \$2 Million to Build Homes in Puerto Rico After Hurricane Maria"

SoCal NBC News

This donation will provide housing assistance for many families, but there's a long way to go and many people that still need our help."

The Los Angeles Dodgers announced a \$2 million donation Tuesday to Habitat for Humanity of Puerto Rico to help fund construction of homes on the hurricane-ravaged island.

Dodger utility player Kike Hernandez, a native of Puerto Rico, and his fiancée Mariana Vicente added \$225,000 they collected in a pair of fundraising efforts to the gift.

"It's been more than six months since Hurricane Maria's devastating effects on Puerto Rico and with so much work still to be done. The Dodgers want to do our part to help with the island's rebuilding and recovery efforts," said Dodger owner/Chairman Mark Walter. [Read Article](#)

## International Trade News

### INTERNATIONAL TRADE DATA

#### Monthly Wholesale Trade

US Department of Commerce - Bureau of the Census

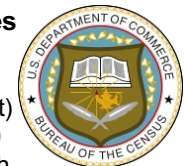
January 2018 sales of merchant wholesalers were \$492.6 billion, down 1.1 percent (+/- 0.7 percent) from last month. End-of-month inventories were \$619.1 billion, up 0.8 percent (+/- 0.4 percent) from last month. January 2018: +0.8 % change in Inventories, December 2017 (r): +0.7 % change in Inventories. [Read Report](#)



#### Manufacturing and Trade Inventories and Sales

US Department of Commerce - Bureau of the Census

U.S. total business end-of-month inventories for January 2018 were \$1,917.0 billion, up 0.6 percent (+/- 0.1 percent) from last month. U.S. total business sales were \$1,426.0 billion, down 0.2 percent (+/- 0.2 percent)\* from last month. January 2018: +0.6 % change in Inventories, December 2017 (r): +0.6 % change in Inventories. [Read Report](#)



#### U.S. International Trade in Goods and Services

US Department of Commerce - Bureau of Economic Analysis



The U.S. current-account deficit increased to \$128.2 billion (preliminary) in the fourth quarter of 2017 from \$101.5 billion (revised) in the third quarter, according to statistics released by the Bureau of Economic Analysis (BEA). The deficit was 2.6 percent of current-dollar gross domestic product (GDP) in the fourth quarter, up from 2.1 percent in the third quarter. [Read Report](#)

#### Pacific Nations Clinch Comprehensive Trade Accord



GIZ Trade Newsletter - International Centre for Trade and Sustainable Development

The 11 remaining Trans-Pacific Partnership (TPP) countries are set to sign their final agreement this March in Chile, after chief negotiators from the

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- \* Lowers the costs associated with turnover;
- \* Drives new-hires and incumbent workers to "full job mastery;"
- \* Increases worker capacity, work quality, productivity and compliance (ISO/AS/TS training and records requirement, engineering specifications and safety mandates);
- \* Creates framework for cross-training, retraining and worker certification;
- \* Establishes the framework for employer specific/job-specific apprenticeships and internships - registered or not;
- \* Builds career development tracks and succession plans for hourly (and salary) workers;
- \* Ensures the increased and maintained "Return on Worker investment" through any type of change...

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If employer is partnered with local career and technical educational

participating economies resolved the last sticking points during meetings in Tokyo this week.

The negotiating meetings, held on Monday and Tuesday in the Japanese capital, saw countries agree on the final list of suspended provisions and side letters, given that four items had been left pending when they last met in late 2017. They also agreed on the date for the signing ceremony for the accord, which is now known as the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP).

In an address to the World Economic Forum Annual Meeting in Davos, Switzerland, on Tuesday 23 January, Canadian Prime Minister Justin Trudeau confirmed the news and praised the final accord as "the right deal" that will "strengthen the middle class," both now and in the long term. He also called Tuesday a "great day for progressive trade," in light of the CPTPP news. [Read Release](#)

### **EU Yields More on Beef to Accelerate Latam Trade Talks**

*GIZ Trade Newsletter - Reuters, Philip Blenkinsop*

BRUSSELS (Reuters) - The European Union has offered to open its markets to more beef from Latin American bloc Mercosur to try to conclude negotiations for what could be its most lucrative trade deal to date.

Ministers from the Mercosur countries Argentina, Brazil, Paraguay and Uruguay met EU trade and agriculture commissioners in Brussels on Tuesday to see how to drive forward negotiations stuck on the issue of beef.

The EU has raised its offer for beef access to 99,000 tonnes per year from a previous 70,000 tonnes, people close to the talks said on Wednesday, though it was not clear how much would be more expensive chilled meat and if it would be tariff-free. [Read Article](#)

### **Made-Again-in-USA: CEOs Ready to Bring Jobs Home If NAFTA Dies**

*IndustryWeek - Bloomberg Andrew Mayeda and Josh Wingrove*

Businesses with major fixed investments in Mexico, such as large plants, tend to be most concerned, while firms with more "mobile" assets such as tool and die presses are happy to wait and see.

In describing what life would be like without NAFTA, some business groups have stopped just short of predicting a plague of locusts. Listen to American CEOs, though, and the potential collapse of the continent's trade framework doesn't sound quite so scary.

As talks on reshaping the pact drag into a seventh month, executives are getting asked – on earnings calls and at conferences – how their businesses would fare in the event of a breakdown. Words like "well-positioned" and "manageable" keep cropping up in their answers. [Read Article](#)

### **World Steel Market By The Numbers**

*Coalition for a Prosperous America - Jeff Ferry, CPA Research Director*

The pundits who declare ominously that we are on the brink of a trade war have it wrong. In fact, we are in the midst of a war for domination of the world steel market. And as a quick look at the numbers makes clear, so far we are losing.

The World Steel Organization does a great job of assembling data for the worldwide steel industry. A quick look at recent steel history makes it clear to what extent China is dominating the industry and creating problems for other producers.

The core problem for the steel industry is overproduction: the world is producing about 1,600 million tons of steel a year and only consumes about 1,100. As Figure 1 shows, the overproduction problem is entirely due to China's huge increase in production. China's 2016 steel production of



institutions, use of shared employer's equipment, facilities and paid wages of trainer(s) and trainee(s) are attractive match for potential grant assistance.

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808 million tons is up 65% on its 2007 total. In fact, the Chinese government officially and publicly recognized that it was overproducing back in 2007, and has called on its own industry to begin cutting back production and retiring steel plants, especially the older, heavily polluting ones. Despite the fact that the Chinese government and related agencies support the industry with billions of dollars in subsidies, the Chinese industry did not heed the call. Instead, production continued to rise. Today, China produces more steel than the next nine steel-producing nations combined. [Read Article](#)

### **What Manufacturers are Saying About Proposed Tariffs**

*IndustryWeek - Adrienne Selko*

The manufacturing sector is quite alarmed by President Trump's proposed tariff of 25% on imported steel and 10% on aluminum. The auto companies, in particular, have made it known the increase will have adverse effects on the industry as higher prices will push down demand and eventually could lead to job loss.



Other sectors such as metalforming, appliance and aluminum aren't in agreement that tariffs will solve the problem. On the other hand, some unions see the new rules as a way to protect US workers.

Additionally, the tariff situation is affecting NAFTA talks as well. [See Slideshow](#)

### **US Launches WTO Challenge Against India Over Export Subsidies**

*IndustryWeek - Bloomberg*

The U.S. launched a challenge at the World Trade Organization against India's export subsidies, arguing the programs give Indian companies an unfair advantage.



The challenge covers Indian programs including the Merchandise Exports from India Scheme, the Export Oriented Units Scheme, and the Electronics Hardware Technology Parks Scheme, U.S. Trade Representative Robert Lighthizer said Wednesday in a statement. "These export subsidy programs harm American workers by creating an uneven playing field on which they must compete," Lighthizer said in a statement. [Read Article](#)

### **Caribbean Trade: Harmonising Sanitary and Phytosanitary Measures**

*Deutsche Gesellschaft für Internationale Zusammenarbeit - SPORE*

In order to build economic resilience, the Caribbean Community (CARICOM) must expand its more than €16 billion export market by improving regional and international market access. Upgraded sanitary and phytosanitary (SPS) measures can lead to increased production and trade in agricultural and fisheries products that meet international standards, while protecting the environment.

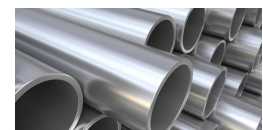


The Caribbean's ability to boost its foreign exchange earnings and access new intra-regional and international export markets has been severely hampered by gaps in its agricultural health, food safety and fisheries SPS measures. And yet, improving the competitiveness of food products through enhanced SPS measures is known to increase agricultural productivity, help to address supply chain challenges and improve regional food security. In order for the Caribbean to take advantage of export opportunities through compliance with EU measures, and to further integrate the 15 CARIFORUM States (CARICOM plus the Dominican Republic) into the global SPS market, the Inter-American Institute for Cooperation on Agriculture (IICA) launched a 4-year project in 2013 under the 10th European Development Fund (EDF) programme. [Read Article](#)

### **US to Shield Europe, Australia, Brazil from Steel Tariffs**

*IndustryWeek - Bloomberg*

The U.S. will shield a list of allies including Europe, Australia, South Korea, Argentina and Brazil from steel and aluminum tariffs that take effect on March 23 Friday,





U.S. Trade Representative Robert Lighthizer said.

President Donald Trump has decided to "pause the imposition of the tariffs with respect to those countries," Lighthizer told the Senate Finance Committee on March 22..

"We have the two NAFTA countries. We have Europe, Australia, we have Argentina, we have Brazil, and obviously Korea."

It was unclear from his remarks to the committee whether the U.S. had offered these countries as a permanent exemption or if they wouldn't have to pay the tariffs while negotiating a solution. Lighthizer said on March 21 that the U.S. wanted to wrap up the discussion with countries over exemptions by the end of April. [Read Article](#)

## Education and Workforce Development News

### A Nation of Apprentices?

*IndustryWeek - Adrienne Selko*

A goal of 5 million apprenticeships in the next five years is very lofty considering last year 505,000 people held apprenticeships.

A lofty goal was set in March of 2017 when Marc Benioff, Salesforce CEO, asked President Trump to up the ante and create 5 million apprenticeships in the next five years.



Trump took the bait and included it in his workforce agenda.

While the U.S. might be on the right path, there is a long way to go from the 505,000 people that held apprenticeships last year. (Only 35% of those apprenticeships were in manufacturing.) [Read Article](#)

### Emphasis on Apprenticeships, Pell for Short-term Programs

*Community College Daily - Staff*

U.S. Education Secretary Betsy DeVos on Tuesday

emphasized before House appropriators the department's and administration's efforts to broaden education and career opportunities through earn-and-learn programs, with a focus on apprenticeships.



Speaking before a House appropriations subcommittee that oversees education funding, DeVos discussed part of the president's fiscal year 2019 budget proposal for education, which included addressing the need to present students with a more opportunities to explore technical careers, which provide pathways to good-paying, skilled jobs. The education to attain those jobs are also less expensive than that of a baccalaureate, she added.

Last month, the Trump administration released its budget plan for fiscal year 2019, which continues to carry the president's emphasize on workforce development - especially through apprenticeships - and would allow students to use Pell grants for certain short-term programs. The president's proposal, which would level-fund Pell and keep the maximum grant at \$5,920, would extend Pell eligibility to high-quality, short-term programs that lead to a credential, certification or license for an in-demand field - with sufficient "guardrails in place." [Read Article](#)

### Washington Watch: Good News in Final Funding Bill

*Community College Daily News - Jim Hermes*

Congress has agreed to a 2,232-page, Fiscal year 2018 (FY18) omnibus appropriations bill that increases funding for nearly every program of significance to community colleges, many by substantial amounts.



The bill, which funds every federal department, allocates the increased resources that Congress approved in a February budget deal. This includes \$63 billion on top of previous budget caps for non-defense discretionary programs, for a total of \$579 billion.

Overall, the U.S. Education Department's (ED) funding increased to \$70.9 billion, \$3.9 billion (5.8 percent) more than last year. The U.S. Department of Labor (DOL) saw a more modest 1.6-percent bump. The stunningly positive news contained in this bills reinforces the fact that broad budget

decisions directly impact the programs on which our students and colleges rely. [Read Article](#)

## Training and Organizational Development News

### Action Learning: Key to Developing an Effective Continuous Improvement Culture

*IndustryWeek - Lawrence Miller*

The best methods and the best of intentions can easily fail unless we take into account how adults learn in our organizations. During World War II a process that has become known as Training Within Industry (TWI) and its component Job Instruction (JI) were developed and then adopted by Toyota as it developed its system of production.



For management development Toyota and other Japanese companies added the role of the sensei or coach. These methods are effective because they are consistent with action-learning that recognizes the reality of how adults learn.

Malcolm Knowles, who pioneered the field of adult learning, identified the following principles as critical to adult learning: [Read Article](#)

### Heroes MAKE America: New Program to Train Veterans for Manufacturing

*IndustryWeek - Staff*

Manufacturers such as Caterpillar, Koch Industries, Arconic, Parker Hannifin Corp. and many others have committed to contributing to the success of the program, as well as hiring veterans upon completion of the 10-week training.



Over the years many manufacturing companies have found that veterans are especially adept at moving from the service into careers in manufacturing.

In an effort to provide the industry-specific certifications needed currently, last week the Manufacturing Institute, part of the National Association of Manufacturers, launched a new veterans training program called Heroes MAKE America.

"The teamwork, commitment to mission, communication and critical thinking skills that are essential to mission success are also essential to manufacturing," said the Manufacturing Institute.

Heroes MAKE America is a full-time, 10-week career skills program that launched in partnership with the U.S. Army Soldier for Life - Transition Assistance Program at Fort Riley and the USO Pathfinder Program at Fort Riley, Kansas. The program will have a special focus on hard-to-fill production jobs. [Read Article](#)

## Quality News

### Ask the Expert- Lean Leadership: Lessons I've Learned from Failure

*IndustryWeek - Larry Fast*

Question: Lots of continuous improvement and lean books/people say you learn as much from failure as you do from success. You've been in the industry a long time. Can you give a good example of how a failure (or failures) turned into a learning experience for you or your team?



Answer: What a great question. Of course, there are lots of specific examples I could cite. There is so much learning that occurs naturally all along the pathways of a CI journey. But there are two major cultural situations that stand out in my career. Why? Because they shaped the mindset that I would use on continuous improvement as my career progressed into executive leadership positions.

The first important lesson I learned in the early years was that leaders often don't listen very well and, as a result, miss opportunities to involve others in the problem solving of the day. There seemed to be an expectation in the culture that leaders were supposed to be smart enough

to solve a problem and their people had been "trained" over the years to defer to them. (Of course, nobody was that smart then any more than they are today.) Because of that paradigm, however, I observed that the leaders tended to perform their jobs one or more levels lower than what they were being paid to do. One of the most damaging outcomes of this behavior was the blame game that took place during interactions between first line supervisors, engineers, quality inspectors, schedule dispatchers and expeditors. [Read Article](#)

## Continuous Improvement -- Tools are Necessary but Not Sufficient **IndustryWeek**

*IndustryWeek - Ralph Keller*

For your continuous improvement initiatives, tools such as kaizen, kanban, SMED, or 5S are necessary, but they are insufficient to achieve results. Saws cut wood, wrenches tighten bolts, and knives cut food, but carpenters build houses, mechanics fix machinery, and chefs prepare meals. It takes your people at their workstations, using the right tools, to make change happen in your organization to achieve the desired results that will be measurable in your company's financial performance. It's only through people that your problems can be identified, and then your people select the appropriate tools to use in deploying countermeasures to correct them.

Too many organizations try to use centralized control of their improvement process rather than involving the people actually doing the work, and then they wonder why the improvements are not sustainable. How many times do we hear that people are our greatest asset and then find that most of the organization is treated like a mushroom, kept in the dark and uninvolved? [Read Article](#)

## Cyber Security and IT News

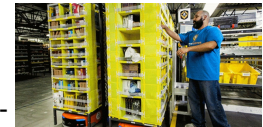
### Will Amazon's Worker Tracking Wristbands Cross the Privacy Line?

*Material Handling & Logistics - Staff*

Using technology to improve productivity is a time-tested path in all aspects of manufacturing, including warehouses.

With each new iteration, measurements become more precise and therefore create more opportunities for improvement in both efficiency and revenue increase.

But a recent patent acquired by Amazon that would require employees to wear devices on their wrists which would track their every move has sounded alarm bells as to whether this new foray into advanced technology comes up against the need for privacy. [Read Article](#)



### Facebook's Data Scandal Latest Blow To The Company's Reputation

*NPR All Things Considered - Yuki Noguchi*

The turmoil for Facebook isn't letting up. The social media giant is facing more blowback from users, regulators and investors following reports that its user data was misused by Cambridge Analytica, a firm that worked for the 2016 Trump presidential campaign.



That has spurred a user boycott, as angry former Facebook users started turning to Twitter over the weekend to express their discontent. David Chartier, a freelance writer in Chicago, was one of them:

"You can and arguably should #DeleteFacebook," Chartier wrote, in response to news that Cambridge Analytica, a voter-profiling firm, allegedly collected and used data from 50 million Facebook users without their permission. [Read and Listen](#)

## Human Resource Management News

### The EEO-1 Obligation Is Lighter but Remains in Force

*Material Handling & Logistics - David Sparkman*

In March, many employers must submit a new form to the EEOC, using late 2017 payroll data.





For more than a year, employers have not had to file Form EEO-1 with the Equal Employment Opportunity Commission (EEOC), but that ends this year with a new filing deadline for the form of March 31.

Mandated for more than 50 years, the EEO-1 report is not intended for targeting individual employers. Instead, the data gathered is supposed to help EEOC form new policies and regulations. Required to file are employers with more than 100 employees, and all federal contractors or subcontractors with more than 50 employees.

In 2016 EEOC vastly expanded compensation data requirements for reporting about employees who are women, African-Americans and other ethnic group employees. To help employers prepare for the eventual filing of the massive amount of data the commission sought, the reporting deadline was extended for a year. [Read Article](#)

### **NLRB Reverses Joint Employer Ruling Over Putative Conflict of Interest**

*IndustryWeek - David Sparkman*

The National Labor Relations Board reversed a ruling from late last year that had overturned an Obama-era decision on joint employer status because of an alleged conflict of interest on the part of one of its new Republican members.



The December vote had reversed a decision by the previous board that extended joint employer liability to labor issues. In 2015, the NLRB held that two employers—such as staff leasing companies and franchisees—are joint employers if one employer has indirect control or rights of control, even when those rights have never been exercised.

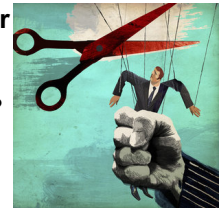
This would allow independent contractors, leased and temp employees to vote alongside the regular workforce on whether to unionize, for example. It is the basis on which unions are trying to organize large-scale franchisors, such as fast-food giant McDonald's. A court pressing the union's case for organizing the burger chain on this basis was pending when the new joint employer decision was made. [Read Article](#)

### **Gig Economy Renews Debate Over Whether Contractors Are Really Employees**

*NPR All Things Considered - Yuki Noguchi*

At what point do contract workers become employees?

Freelancers and contract workers make up the fastest-growing segment of the American workforce, and are expected to surpass half of all workers within a decade. But, under current employment law, these workers are ineligible for most of the rights and benefits of traditional employees.



As their ranks grow so, too, do the court challenges from workers who say they are improperly classified as contractors, and wrongfully denied eligibility for things like unemployment insurance, workers' compensation, and protections under most federal anti-discrimination laws. [Read Transcript and Hear Podcast](#)

### **Prime-Age Men May Never Return to US Workforce, Fed Paper Says**

*IndustryWeek - Bloomberg*

Men in their prime working years have left the labor force at an astonishing rate and they may never return if the state of the U.S. job market holds, according to a new report from the Federal Reserve Bank of Kansas City.



A decline in demand for middle-skilled work – a phenomenon dubbed "job polarization," because more positions are concentrated at the higher and lower ends – has played a role in keeping prime-age men out of the job market, Didem Tuzemen, an economist at the Kansas City Fed, wrote in the paper released this week.

Without job polarization, Tuzemen estimated that 1.9 million more prime-age men would have been employed in 2016.

Middle-skilled jobs are those that often involve routine tasks and are procedural or rule-based, making them easier to automate. On the other

hand, low-skilled jobs are mostly service-oriented and high-skilled jobs involve analytical or managerial skills – both of which involve responsibilities that are more difficult to replace with a machine or computer, Tuzemen said. [Read Article](#)

## Environmental, Health & Safety News

### Boeing, Ford Don Exoskeletons to Dress for Success

*IndustryWeek - John Hitch*

Musculoskeletal issues account for 33% of all workplace injuries, quietly stealing worker quality of life and plant productivity. Major manufacturers from Ford to Boeing have found industrial exoskeletons sometimes are the best answer.



Boeing ergonomics engineer Chris Reid was in his 20s, still learning the basics of his discipline, when he realized his father Robert was bringing his work home with him in a very negative way. Working in Palm Beach Country as a landscaper for the parks and recreation department and nights moving boxes for UPS at the airport took their toll and led to issues Robert still deals with today at 63.

"I started to connect the dots from all those years before and recognize that the origins of his chronic pain were due to ergonomic risk factors," says Reid, who recalls days where his father felt too exhausted and sore to do anything but lay down after work. (As the son of a former steelworker at a pickling plant, I can relate.) [Read Article](#)

### OSHA Can Look Back Beyond Five Years for Repeat Violations

*EHSToday - David Sparkman*

A recent court decision extending the time limitation for OSHA to assess repeat violations has upped the ante for employers who until now chose not to contest more routine violations because of the cost of defending them.



OSHA defines violations of its regulations as willful, repeat, serious, or other-than-serious. The higher the classification, the larger the penalty. While the current maximum penalty for what OSHA terms as a serious violation is \$12,934, the maximum for repeat violations can be assessed as much as close to 10 times that amount-\$129,336. [Read Article](#)

### Five Key Machine Safeguarding Trends

*EHSToday - Carrie Halle*

Keeping up-to-date with the latest OSHA/ANSI codes can be a challenge for manufacturers.



Advancements in machine safeguarding equipment give employers the potential to significantly impact the way they handle safety while also remaining compliant.

There are five major trends in safeguarding for 2018, which can enhance productivity, lower costs and keep workers safe, including:

[Read Article](#)

**Having trouble finding, selecting, training and keeping the skilled workers you need? Are your employee turnover costs a concern?**

**How would you rate your firm's efforts to train the skilled workers you need?**

- Classes alone will not train workers to perform your tasks...
- Quality Control policies and Process Documents are not a substitute for task training...
- Wishing and hoping won't develop the skilled workers you need...

**The cost of one worker malperformance or one worker's under-capacity or under-performance - due to lack of proper training - can more than justify the investment to train all your workers properly!**

**AND, structured on-the-job training takes place where, and while, the work is performed.**

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