



**Proactive Technologies News**

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**The Accelerated the Transfer of Expertise™**

by Dean Prigelmeier, President of Proactive Technologies, Inc.



The American Heritage Dictionary defines expertise as, "specialized knowledge or skill; see expert." Expert is defined as, "Having or demonstrating great skill, dexterity or knowledge as a result of experience or training." Transferring "expertise" to a new worker is a much different process and experience than simply conveying knowledge. One measure of gaining expertise is the utilization of the knowledge in the skilled performance of a task.

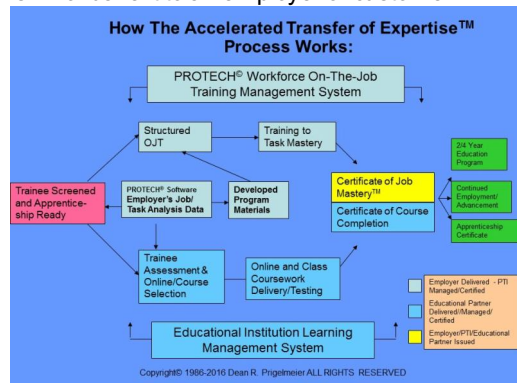
When it comes to task-based expertise, this definition can be applied with a little elaboration. Some examples of technical task performance are: setting up a multi-axis NC lathe to material, machine and engineering specification; welding exotic metals; sterilizing surgical instruments; or troubleshooting an electronic circuit board. These all represent higher order skills developed over time and with practice. Knowledge of "how to" never is enough when it comes to high-order skill requirements of technical tasks.

**relevant core knowledge + relevant abilities + relevant core skill competencies = capability to learn new tasks**

**capability to learn new tasks + (new task instruction + repeated successful practice) leads to expertise in a practice or process.**

This is the basis of apprenticeships from the birth of crafts and trades. While knowing about a process is important, and being physically (e.g. vision clarity, finger dexterity, hearing acuity) and psychologically (e.g. ability to tolerate low lighting, able to withstand heights, tolerance of interpersonal relationships) capable of learning a process is necessary, being skilled implies the synthesis of these components plus requisite core-skills for the task (e.g. trigonometry, reading to appropriate level, basic manual lathe operation). Add new task knowledge with practice to achieve a higher order skill of benefit to an employer or customer.

It is for this reason that apprenticeships in the middle ages lasted a lifetime for some trades. It was felt that some higher order skills were so technically difficult that only a lifetime of practice could allow someone to become an expert. In modern time, until 2008 apprenticeships lasted more in the neighborhood of 6-8 years. Given



**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!**



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## In This Issue

[Proactive Technologies' Workforce Development News](#)

[Industry News](#)

[Financial News](#)

[International News](#)

[International Trade News](#)

[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.

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[PTIpromo - A Preview of an](#)

the fact that it is widely recognized today that most employees transition from one job to another several times in 3-4 years, it became more difficult to complete an apprenticeship if part of an employment opportunity. Finding employers to host apprenticeships was even more difficult for this reason, citing the high cost and low return of doing so.

[Read More](#)

## **Challenges Presented by the Widening Skill Gap**

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



There are at least five growing, major challenges to maintaining a skilled national labor force.

These forces are causing those organizations who could help to, instead, spend tremendous sums of money on "whack-a-mole" type efforts. Sure, this approach sustains all of the profit and non-profit organizations that sprung up to take advantage of the chaos, but if we are serious about solving this issue that has undermined economic recoveries and stifled economic growth for over 30 years, we need to get serious.

It starts by critically evaluating the challenges that have plagued the U.S. labor force and have been barriers to an employer's commitment to American labor. Like nearly all challenges, one can choose to target the underlying cause, treat the symptoms, mask the symptoms, define an alternative - but not necessarily relevant - cause and focus on that, or ignore symptoms and cause and hope for divine intervention.

Choice of action matters. Take, for example, the choice to take a prescribed "cholesterol lowering" statin that inhibits the body's production of lipids - fats and fatty substances, producing a cholesterol number within an acceptable range but at a cost of blocking or impairing other vital body functions and often producing "side-effects." Your doctor may have good news about your cholesterol level during this visit but soon he might be discussing other, more serious issues with you such as, according to the Mayo Clinic, your [muscle pain and damage, liver damage, increased blood sugar and type 2 diabetes, neurological side effects...](#) Choosing to treat a symptom without determining why your body is producing excess lipids in the first place may leave the underlying cause unaffected.

Focusing resources on symptoms and ignoring the underlying cause of a non-systems approach to worker development may lead (and one could say may have already lead) to depleted resources and lost opportunity. Continuing to turn out graduates, some with outdated or non-essential skills which are bolstered by marginally relevant credentials, may lead to a feeling of action but yet the skill gap widens. Unless each of the following five major challenges are addressed, it is unlikely that the skill gap will move towards closing, and any effort to bring back the generations of lost workers into meaningful employment prohibitively difficult.

Jobs have become a moving target. Accuracy of on-the-job training has to be sharper. It should be supplied by the employer (on equipment and to employer processes), and is more urgent and accuracy-dependent than existing employers have prepared themselves. Educational institutions can have any meaningful impact if focused and relevant. Workforce development efforts and resources need to be applied in a way to facilitate these adjustments, not distract from them. [Read More](#)

## **"Full Job Mastery" means "Maximum Worker Capacity" - A Verifiable Model for Measuring and Improving Worker Value While Transferring Valuable Expertise**

By *Dean Prigelmeier, President of Proactive Technologies, Inc.*

It is no secret that with the traditional model of "vocational" education, the burden of the job/task-specific skill development falls on the employer. It is not economically feasible nor practical for educational

## [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:

**May, 2018**

Colorado (**Eastern Slope**)

Indiana

institutions to focus content on every job area for every employer. So they, instead, focus rightly on core skills and competencies - relying on the employer to deliver the rest. This is where the best efforts of local educational institutions and training providers begin to break down even if highly relevant to the industry sector.

Employers rarely have an internal structure for task-based training of their workers. Even the most aggressive related technical instruction efforts erode against technological advances as every month passes. If core skills and competencies mastered prior to work are not transformed quickly into tasks the worker is expected to perform, the foundation for learning task performance may crumble through loss of memory, loss of relevance or loss of opportunity to apply them.

New workers routinely encounter a non-structured, rarely focused, on-the-job training experience. Typically, the employer's subject-matter-expert (SME) is asked to "show the new employee around." While highly regarded by management, the SME (not trained as a task trainer and having no prepared materials) has difficulty remembering the nuances of the tasks when explaining the process to the new employee, since that level of detail was buried in memory long ago. Each SME, on each shift, might have a different version of the "best practice" for processes, confusing the trainee even more - rendering the notion of "standardization" to "buzzword" status.

New employees have difficulty assembling, understanding and translating the disjointed bits of recollection into a coherent process to be replicated. Each comes with their own set and levels of core skills and competencies, and learning styles vary from the self-learner/starter to the slow-learner worker who, with structure to make sure they learn the right best practice, may become loyal, high-quality workers.

The more time the SME spends with the new employee in this unstructured, uncontrolled and undocumented experience, which is the prevailing method of on-the-job training, the more the employer is paying two people to be non or minimally-productive. Adding employees can actually lower short-term productivity and add little to long-term productivity for an organization, but the costs will attract notice internally and may lead management falsely believe the problem is cost related.

Unfortunately, this only describes the costs of inadequate new-hire training. What about the incumbents who made it through the process and are part of the staff? Does anyone know which tasks have been mastered or not? No structured on-the-job training system in place implies no records of task mastery or metrics of worker capacity, therefore no methods for improving worker performance. [Read More](#)

## The Recent "Proof is in the Pudding" Pilot Program/Discount Offer May Be Over, BUT...

### Proactive Technologies, Inc. always offers a low-to-no risk pilot program approach:

- Select 1 job classification(minimum) for a pilot project;

- Proactive Technologies will perform an onsite job/task analysis of the classification(s) (incorporating your process documents and specifications), set up a structured on-the-job training system, and provide 12 months of implementation technical support to make sure your project is running to your expectations;



- **AS WITH ANY PROJECT**, retainers are scheduled over 12 months. If not satisfied with the results, you can cancel the project at any time, for any reason;
- **AND AS WITH ANY PROJECT**, 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



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!**



discounts offered would apply! We demonstrate our confidence that our approach to worker development is sound, effective and transformative.



We work with you to design a project to fit your budget, then offer discounts on the project based on size and scope up to 30% - all expenses are included! **WE WORK WITH YOU TO FIND GRANT MONEY TO COVER MOST OR ALL OF YOUR INVESTMENT!!**

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## 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 2.3 percent in the first quarter of 2018, according to the "advance" estimate released by the Bureau of Economic Analysis. In the fourth quarter, real GDP increased 2.9 percent. [Read Report](#)

### Job Openings and Labor Turnover

*US Bureau of Labor Statistics*

The Bureau of Labor Statistics released the February 2018 Job Openings and Labor Turnover report:



\*The number of job openings was little changed at 6.1 million on the last business day of February.

\*Over the month, hires and separations were little changed at 5.5 million and 5.2 million, respectively

\*The job openings rate was 3.9 percent in February. The number of job openings edged down for total private and was little changed for government.

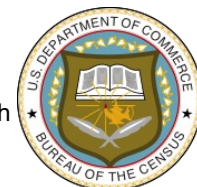
\*Job openings increased in finance and insurance (+69,000) and state and local government education (+31,000). Job openings decreased in a number of industries with the largest decreases being in accommodation and food services (-91,000), construction (-56,000), and wholesale trade (-38,000).

\*The number of hires was little changed at 5.5 million in February. The hires rate was 3.7 percent. The number of hires was little changed for total private and for government. Hires decreased in educational services (-48,000). [Read Report](#)

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

*US Census Bureau*

New orders for manufactured durable goods in March increased 2.6 percent March 2018: +2.6% change; February 2018 (r): +3.5% change [Read Report](#)



### Nissan, Renault Said in Talks to Merge, Create New Company

*IndustryWeek - Bloomberg*

Renault SA and Nissan Motor Co. are in talks



- **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!**

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

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to merge and create a new automaker that trades as a single stock, people with knowledge of the matter said.

A deal would end the current alliance between the companies and marry them as one corporation, said the people, who asked not to be identified as the details aren't public. Renault currently owns 43% of Nissan while the Japanese carmaker has a 15% stake in its French counterpart. Carlos Ghosn, the chairman of both companies, is driving the negotiations and would run the combined entity, the people said.

[Read Article](#)

### US Economy Still Growing But at Slower Pace

*Material Handling & Logistics - Staff*

Economic activity in the manufacturing sector expanded in March, and the overall economy grew for the 107th consecutive month, say the nation's supply executives in the latest Manufacturing ISM Report on Business.

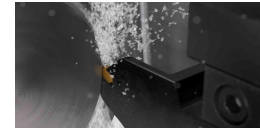


However, the March PMI registered 59.3%, a decrease of 1.5 percentage points from the February reading of 60.8%.

"Consumption, described as production and employment, continues to expand, with indications that labor and skill shortages are affecting production output," said Timothy R. Fiore, Chair of the Institute for Supply Management (ISM) Manufacturing Business Survey Committee: [Read Article](#)

### Cutting Tool Consumption Reconfirms Manufacturing Boom

*IndustryWeek - Robert Brooks*



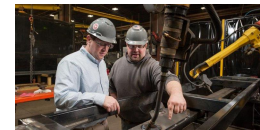
U.S. manufacturers' consumption of cutting tools increased again in the latest report, up 3.5% from January, reconfirming the high volume of domestic manufacturing production. The new total represents an 8.7% rise over the year-ago total for February 2017, and brings the year-to-date total for cutting tool consumption to 373.73 million, signaling a 7.4% rise versus the two-month total for 2017.

Sales of cutting tools are an indicator of current manufacturing activity, as such products represent "a primary consumable in the manufacturing process," according to AMT - the Assn. for Manufacturing Technology and the U.S. Cutting Tool Institute, which present the monthly Cutting Tool Market Report. [Read Article](#)

### Family Business: Tradition or Superior Vision?

*IndustryWeek - Adrienne Selko*

Business is personal for Eric Miller, CEO of Miller Welding and Machine Co.



When he was in college, his grandfather, Dave R. Miller, made the "big decision" to expand the family business from a machine and welding shop into an integrated, full-service supplier to the industry.

Dave had started the business in 1963, at first serving the mining and lumber industries in western Pennsylvania after he was laid off as a welder. Soon he found a much larger market serving the steel mills.

[Read Article and See Slide Show](#)

### Foxconn in Choppy Waters Over Plan to Drain the Great Lakes

*Area Development - Route 50 - The Pew Charitable, Rebecca Beitsch*

Wisconsin courted the Taiwan-based electronics manufacturer hard, but there are questions whether the state's economic development deal violates the Great Lakes Compact among eight U.S. states and two Canadian provinces over water use.



The approval of a new factory just outside the Great Lakes Basin could mark the beginning of a manufacturing revitalization that relies on draining millions of gallons of water from the lakes.

It's what Wisconsin's government hopes for-and environmentalists



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fear.

If given the go-ahead by Wisconsin's Department of Natural Resources, electronics manufacturer Foxconn Technology Group, which is based in Taiwan, would make liquid crystal displays, more commonly known as LCDs, in a factory just outside Racine, Wisconsin. [Read Article](#)

## Lockheed Gets Edict to Cut F-35's Trillion Dollar Support Bill

*IndustryWeek - Bloomberg*

Lockheed Martin Corp. must find ways to reduce the Pentagon's current trillion dollar estimate to own and operate the F-35 jet, the world's costliest weapons program, according to the Defense Department's latest annual program overview.



According to the document, Lockheed "must embrace much-needed supply chain management affordability initiatives" to cut costs on the next-generation stealth fighter.

The trillion dollar estimate to sustain the U.S. F-35 fleet through 2077 was compiled in 2015 by the Pentagon's independent cost assessment office but has not been updated, according to the Selected Acquisition Report, or SAR, obtained by Bloomberg News. The Pentagon said this week that the estimate will be updated next year before acquisition officials meet to decide whether the program should enter full-production. [Read Article](#)

## Battling the Amazon Effect

*Material Handling & Logistics - Staff*

Manufacturers are embracing a new retail-like role and willing to cater to both consumer needs and the competitive direct-to-consumer space, according to a new survey by JDA Software.



The companies are responding to the "Amazon effect" and are reprioritizing and focusing their technology investments. These investments take the form of inventory optimization solutions (43%) and integrated planning and execution technologies (41%). [Read Article](#)

## Small-Business Optimism Falls Despite Tax Cuts

*CFO.com - Matthew Heller*

The National Federation of Independent Business's gauge of small-business optimism fell by nearly three points in March, reflecting lower expectations that the economy will improve despite the Republican tax cuts.



The federation said its index of small-business optimism dropped to 104.7 last month from 107.6 in February, missing economists' expectations of a reading of 107.0.

Of the index's 10 components, only two - plans to increase employment and current job openings - showed an increase. Small business owners expecting better business conditions fell 11 points to a net 32% and expected higher sales fell to a net 20%.

But NFIB Chief Economist Bill Dunkelberg noted that expected sales and expected business conditions fell "from historically high levels and this still left the overall index reading among the 20 best in survey history." [Read Article](#)

## Reshoring Is on the Rise: What It Means for the Trade Debate

*IndustryWeek - Harry Moser, Millar Kelley*

Reshoring and foreign job announcements (FDI) surged in 2017 to over 170,000 U.S. manufacturing jobs. This is strong evidence that work can and will be successfully brought back-and is especially relevant in a time of intense debate over tariffs and the trade deficit.

All told, job announcements were up 52% from 2016, and a whopping





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2,800% from 2010. Announcements lead to hiring typically within 6 to 24 months.

There is substantial potential for many more jobs to come back, if the right policies are implemented going forward.  
Implications for the Economy and Manufacturing [Read Article](#)

### Top 10 Manufacturing Companies for Revenue Per Employee

*IndustryWeek*

One way to measure the success of a company's workforce is based on how much revenue is produced per employee.



Vero Solutions looked at a variety of manufacturing companies and found that at Samsung was at the top and at the bottom of their list was Apple. [See Slideshow](#)

### "Meatless" Meat Maker Spars with FDA Over Safety of Secret Ingredient

*New Equipment Digest - Bloomberg News*



A manufacturer of meatless meat trying to change the way people eat must first contend with negative findings its founder calls "garbage science."

Biochemist Patrick O. Brown, founder of Impossible Foods Inc., invented a "magic ingredient" that solves what he calls the planet's biggest environmental problem: beef.

The ingredient, made from soybean roots and genetically engineered yeast, goes into vegetarian Impossible Burgers, which are available in a growing number of restaurants – even fast-food stalwart White Castle.

It contains heme (pronounced HEEM), a key part of red meat and a source of iron, which humans can't live without. Think of Brown's discovery as plant-based blood. [Read Article](#)

## MEMORABLE QUOTES

*"Knowledge in the form of an informational commodity indispensable to productive power is already, and will continue to be, a major-perhaps the major-stake in the worldwide competition for power. It is conceivable that the nation-states will one day fight for control of information, just as they battled in the past for control over territory, and afterwards for control over access to and exploitation of raw materials and cheap labor."*

Jean Francois Lyotard, French  
Philosopher 1924-1998

*"Not to know yet to think that one knows will lead to difficulty."*

- Lao Tzu, Chinese Philosopher  
604-531 BC

## Financial News

### SEC Charges Foreign Affiliates of KPMG, Deloitte, and BDO

*CFO.com - Vincent Ryan*

Lapses in global oversight by large auditing firms were highlighted once again on Tuesday, when the Securities and Exchange Commission charged foreign affiliates of three firms with being involved in audits that circumvented the full oversight of the Public Company Accounting Oversight Board (PCAOB).

Charged in the investigation were the the Zimbabwe affiliates of Deloitte & Touche and KPMG as well as KPMG's affiliate in South Africa and BDO's Canadian affiliate. The allegations concern audits of a Canadian company that has its principal offices in South Africa.

According to the SEC, the Zimbabwe affiliates of Deloitte & Touche and KPMG improperly audited the majority of assets and revenues of a publicly traded company without registering with the PCAOB.

That company's two principal auditors - KPMG's affiliate in South Africa and BDO's Canadian affiliate - were registered with the PCAOB but improperly relied upon the work of the two unregistered foreign component auditors to complete their audits. [Read Article](#)

### Libor Rise Tightens Conditions for Borrowers

*CFO.com - Matthew Heller*

The benchmark London interbank offered rate (Libor) is on the rise again, tightening financial conditions for short-term borrowers as U.S. firms withdraw money out of foreign dollar funds following the U.S. tax changes.

Libor, which measures the cost of lending between the world's largest banks, is used to set interest rates on about \$200 trillion in dollar-based

## Recent Proactive Technologies News Article Quicklinks

**April**

[We Have Enough Evidence: Without Employer-Based Structured OJT, Worker Development Falls Way Short](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[Blockchain Employee Records? What is the Balance Between Business Controls and Employee Privacy?](#)

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

[Classes Alone Will Not Close the](#)

# CFO

# CFO

**"Skills Gap," But Structured On-the-Job Training Can...Every Time!**

by Dean Prigelmeier, President of Proactive Technologies, Inc.

**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 Proactive Technologies, Inc.

**A Pay-for-Value Worker Development Program - Fair to Management and Workers, and Effective Too!**

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

contracts around the world, from corporate loans to home mortgages.

The three-month Libor dimbed to 2.29% in the U.S. on Monday, its highest level since November 2008. The spread between Libor and the overnight index swap (OIS) rate has also more than doubled since the end of January to a level unseen since 2009.

"What this means is that rates on more than trillion dollars of debt and derivatives contracts hitched to the U.S. benchmark are on the rise," David Rosenberg, chief economist and strategist at Gluskin Sheff, wrote in a client note.

"Overleveraged entities will be in for a spot of trouble," he said. [Read Article](#)

**Trump Official Wants To Put Tight Leash On Consumer Watchdog Agency**

NPR- Chris Arnold

Mick Mulvaney, interim director of the Consumer Financial Protection Bureau, wants to give Congress prior approval of any major new rules created by the bureau.



The Trump administration will ask Congress to make drastic changes to weaken the independence of the Consumer Financial Protection Bureau, NPR has learned.

Sources familiar with the matter tell NPR that the CFPB's interim director, Mick Mulvaney, will ask lawmakers to restructure the bureau in his upcoming semi-annual report to Congress. The sources asked not to be named, because they aren't authorized to speak on the matter. The bureau officially announced the move Monday afternoon, after this story first published.

Mulvaney wants to give Congress control over the CFPB's budget and to require that any major new rules created by the bureau to protect consumers be approved by Congress before they can go into effect. [Read Article](#)

**Unions Squeeze Companies to Divulge Plans for Tax Bill Windfall**

Material Handling & Logistics - Bloomberg

The unions' announcement of their push for corporate disclosure comes four weeks after Teamsters members at a Toyota Motor Corp. parts distribution center in Torrance, Calif. voted to authorize a strike, rejecting a contract offer they said was far too stingy in light of the company's recent earnings boost from the tax bill.



Unions are pressing companies they bargain with to disclose details of what they're doing with savings from the Trump tax cuts, the latest move by organized labor to pressure corporations to pass along their windfall from the overhaul. [Read Article](#)

**Ways to Increase Impact and Limit Costs of Business Incentives**

Area Development - Route 50 - Pew Charitable Trusts

A new study from the Upjohn Institute provides guidance to state and local governments for analyzing options.

State and local governments commonly use economic development incentives such as tax credits and exemptions to try to boost their economies by encouraging businesses to relocate or expand within their borders. But such incentives can represent major budget commitments, costing these governments tens of billions of dollars every year. To make the best decisions about which policies to pursue, policymakers need reliable, high-quality tools and methods for evaluating their incentives and ensuring that they yield the intended results.

New research by Timothy J. Bartik of the W.E. Upjohn Institute for Employment Research offers practical guidance. In a recently released



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

### [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](#)

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

### [The Employers Have the Most Advanced Equipment Available for Training](#)

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

### [Quality Policies and Process Sheets Do Not Equal Training](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

## **October:**

### [Understanding the Resistance to Training: Part 1, The Challenge](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

### [Put Yourself in a Trainee's Shoes](#)

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

### [Some Community Colleges Moving Back Toward 70's Approach to Vocational Programs; Why Did it Take So Long?](#)

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

### [Appreciating the Value of Labor](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

## **September:**

### [Confusion Over What Constitutes "Training" Stumbling Block to Effective Strategies](#)

report, "Improving Economic Development Incentives," the institute's senior economist examines how policy design choices influence the economic impact of incentives and draws some conclusions to help state and local leaders assess and improve their policies. [Read Article](#)

### **Accounting Changes Boost Salesforce Outlook**

*CFO.com - Matthew Heller*

Salesforce on Monday raised its first-quarter and full-year guidance due to its adoption of new revenue recognition rules.

Jan. 1 was the deadline for most public companies to implement the new rules - codified as ASC 606 and ASC 340-40 - both of which address the accounting for contracts with customers.

"Under the new standard, costs related to obtaining new revenue contracts are anticipated to be amortized on a straight-line basis over four years, which, although longer than the typical initial contract period, reflects the average period of benefit, including expected contract renewals," Salesforce said in a news release.

The customer-relations management software company also expects to amortize capitalized costs for renewals and success fees paid to partners over two years. [Read Article](#)

### **Four Ways Forecasting Goes Wrong**

*CFO.Com - Ashish Pareek*

Only 1% of organizations achieve 90% forecasting accuracy 30 days out. Here's why.

"Doc, about the future..."

"No! Marty! We've already agreed that having information about the future can be extremely dangerous."

What Doc Brown doesn't know about running a business is a lot. While Back to the Future may warn of an altered course of history, in real life having information about the future is vital to running a successful business.

When that business is private equity-backed, the reporting demands of the fund sponsor combined with the narrow margins for optimization make it that much more critical. We even have a word for these future-state assessments: forecasting.

The forecasting season is upon us. But, before we talk about the when (which is now), let's talk about the why, because the lines between budgeting and forecasting seem to have blurred, as have the goals for doing each. [Read Article](#)

### **A Decade After The Bubble Burst, House Flipping Is On The Rise**

*NPR All Things Considered - Ari Shapiro, Becky Sullivan*

Amid saguaro cactuses and yucca plants, Lauren Rosin shows off a house that she's renovating in Phoenix's Central Corridor, a pricey neighborhood north of downtown.

"This was actually a courtyard and I blew it out," she says, pointing to what will now be an extra-large open kitchen with custom cabinets, quartz countertops and chandelier-style lighting. She'll also upgrade the swimming pool in the backyard.

But Rosin won't live in the four-bedroom, three-bath midcentury ranch once it's finished. She and her business partner Brad Pickett are house flippers: Pickett buys the homes, and Rosin leads a crew of contractors to rehab them. They flipped 27 homes last year.

These days, profits are tight, and they face stiff competition. [Read Article and Hear Podcast](#)

# CFO



by Dean Prigelmeier, President of Proactive Technologies, Inc.

### [Cross-Training Workers After Lean Efforts Builds Capacity Using Existing Staff](#)

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

### [The Right Assessment is a Good Predictor if Candidate is Able to Learn and Master The Job Classification - Job Relevance is Critical to Legal Compliance and Success - Part 2](#)

by Jim Poole, President of Lifetime Learning, LLC

### [Replicating Your Best Performers](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

### [Worker "Prior Learning Assessment" - Documenting Cumulative Work Skills and Knowledge Acquisition](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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## **We Partner With Workforce/Economic Development Groups**

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## **Wells Fargo Said to Be Target of Billion Dollar U.S. Fine**

*The New York Times - Emily Flitter and Glenn Thrush*

An expected billion dollar penalty against Wells Fargo would mark the toughest action that the Trump administration has taken against a major bank.



Federal regulators are poised to impose a billion dollar fine on Wells Fargo for years of selling unnecessary products to customers, the toughest action by the Trump administration against a major bank. The penalty, part of an expected settlement on Friday between the bank and two regulators, the Consumer Financial Protection Bureau and the Office of the Comptroller of the Currency, will punish Wells Fargo for forcing customers to buy auto insurance policies they did not need and other misdeeds, according to four people briefed on the regulatory action.

It is the latest blow to Wells Fargo. For years, it was regarded as one of the country's best-run banks but lately has been reeling from a string of self-inflicted crises. [Read Article](#)

## **CFO Optimism Is Sky High, But Also At Risk**

*CFO.com - Sandy Cockrell III*

The trifecta of a solid U.S. economy, cheap capital, and the passage of tax reform is providing plenty of reason for CFO optimism.

But even with blue skies and forecasts calling for more sunshine, finance chiefs should be prepared for challenges that could get in the way of executing their organizations' growth strategies and capitalizing on today's buoyant conditions.



The following five core challenges could dampen CFOs' optimism if they aren't agile enough to address them. [Read Article](#)

## **International News**

### **Latin America, South America and the Caribbean Labor Interests Challenge Boeing-Embraer Venture**

*American Machinist - Staff*

The Boeing Co. and Embraer S.A. have been silent for several weeks on the progress of negotiations toward their proposed partnership, though the prospective venture is in the news again due to apparent Brazilian labor opposition. Union leaders there have accused Brazilian government officials with negotiating secretly to sell a stake in the Embraer commercial aircraft business, against the interest of workers.

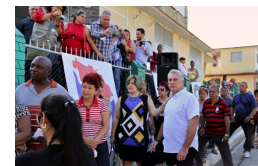


"We ask President Temer not to sell Embraer," Herbert Claros da Silva, a labor union leader testified in a Brazilian Senate human rights committee hearing on the proposed sale. Brazilian leaders and Embraer officials did not appear at the hearing. [Read Article](#)

### **Who Is Miguel Díaz-Canel, Cuba's New President?**

*The New York Times - Azam Ahmed and Frances Robles*

HAVANA - As soon as Cuba and the Obama administration decided to restore diplomatic relations, decades of bitter stagnation began to give way. Embassies were being reopened. Americans streamed to the island. The curtain was suddenly pulled back from Cuba, a nation frozen out by the Cold War.



But one mystery remained: While nearly everyone knew of Cuba's president, Raúl Castro, his handpicked successor, Miguel Díaz-Canel Bermúdez, was virtually unknown.

So when members of the United States Congress visited Cuba in early 2015, they peppered Mr. Díaz-Canel with questions: What did he think



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"Management Structured On-The-Job Training Project Support Briefing"

of the revolution that defined the island's politics and its place on the world stage? [Read Article](#)

## As the Castro Era Ends, Cubans Grumble at Pace of Reforms

*DeutscheWelle*

For the first time since the 1959 revolution, Cuba's new head of state will not answer to the name Castro. Miguel Diaz-Canel takes on a country facing many challenges. Andreas Knobloch reports from Havana.



Juan Carlos climbs the narrow stairs of an old apartment block in Centro Habana, a rundown district of the Cuban capital, and enters a tastefully furnished apartment.

For a while now, Juan Carlos - who worked for many years as a professor at the local university - has been renting two of his bedrooms to tourists.

"Even if fewer Americans are coming, things are going quite well," he says happily. "My wife and I used to rent a room under the table, but since Raul [Castro] permitted the opening of private businesses, we have legalized our leased rooms. We pay taxes, but there's still enough left." [Read Article](#)

## Europe

### The Thrilling Mission to Get The Swedish to Change Overnight - The Economics of Change

*BBC News - Maddy Savage*

"Thrilling" is the word repeatedly used by Jan Ramqvist to describe how he felt about participating in a nationwide mission to get all Swedish motorists and cyclists to change the habits of a lifetime and begin driving on the right-hand side of the road for the first time.

"Everyone was talking about it, but we really didn't know how it would work out," explains the 77-year-old, who was just 26 and a newly qualified traffic engineer working in the city of Malmö when the potentially catastrophic changeover took place on 3 September 1967.



The day was officially known as Högertrafikomläggningen (right-hand traffic diversion) or simply Dagen H (H-Day). Its mission was to put Sweden on the same path as the rest of its continental European neighbours, most of which had long followed the global trend to drive cars on the right. [Read Article](#)

## Asia and India

### India Moves to Ease Fears Over Run on Rupees

*CFO.com - Matthew Heller*

India's government on Tuesday sought to ease concerns over a cash crunch that has shut down ATMs around the country, saying it was taking steps to address the shortage.



Currency withdrawal by individuals for the January-March period was at 1.4 trillion rupees, sharply higher than 1.1 trillion rupees in the same quarter of 2016, according to Reserve Bank of India data. Demand for cash shot up by 450 billion rupees (6.9 billion dollars US) in the first two weeks of April alone.

"In just one busy shopping street in Delhi today, eight of out of nine banks displayed signs declaring that they had run out of cash, with long queues outside the one branch that was still dispensing money," The Times of London reported on Tuesday. [Read Article](#)

## China and Southeast Asia



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\* Cuts the employer's internal costs of training;

\* Lowers the costs associated with turnover;

\* Drives new-hires and incumbent workers to "full job

## China's Plants Blossom Without Bees

*DeutscheWelle*  
In southwest China bee populations have become so rare that fruit plantations are no longer being pollinated as they should. Farmers are now doing it themselves - with sticks and feathers. [See Video](#)



## Middle East

### Russia and Saudi Arabia Forge Alliance to Engineer Oil Prices

*DeutscheWelle*

Two of the world's largest oil producers see a consensus emerging between OPEC and non-OPEC states for long-term cooperation on stabilizing oil prices, including the extension of output cuts expiring at the end of 2018.



Ahead of a meeting between Russia and the Organization of Petroleum Producing Countries (OPEC) in the Saudi Arabian Red Sea resort of Jeddah on Friday, Saudi Energy Minister Khaled al-Faleh said there was "consensus" forming among oil producers to extend cooperation on a long-term basis.

The declaration of cooperation Novak was referring to is an agreement struck between the 14 OPEC members and an additional 10 non-OPEC countries in 2016 aimed at cutting their combined oil output by 1.8 million barrels per day (bpd) to reduce a global oversupply and boost prices.

The deal, which is due to expire at the end of 2018, has succeeded in reducing the oil glut and pushed prices to over \$70 (€57) a barrel from less than \$30 in January 2016. [Read Article](#)

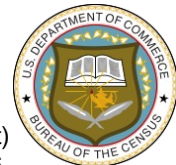
## International Trade News

### INTERNATIONAL TRADE DATA

#### Monthly Wholesale Trade

*US Department of Commerce - Bureau of the Census*

February 2018 sales of merchant wholesalers were 495.9 billion dollars US, up 1.0 percent (+/- 0.5 percent) from last month. End-of-month inventories were 625.6 billion dollars US, up 1.0 percent (+/- 0.2 percent) from last month. February 2018: +1.0 % change in Inventories; January 2018 (r): +0.9 % change in Inventories. [Read Article](#)



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

*US Department of Commerce - Bureau of Economic Analysis*

The U.S. Census Bureau and the U.S. Bureau of Economic Analysis announced today that the goods and services deficit was 57.6 billion dollars US in February, up 0.9 billion dollars US from 56.7 billion dollars US in January, revised. February exports were 204.4 billion dollars US, 3.5 billion dollars US more than January exports. February imports were 262.0 billion dollars US, 4.4 billion dollars US more than January imports. [Read Report](#)



### It Was A Company With A Lot Of Promise. Then A Chinese Customer Stole Its Technology

*NPR All Things Considered - Jim Zarroli*

Pigeons fly past the company logo of Sinovel Wind Co., Ltd. outside its head office in Beijing, in 2011. In January 2018, Sinovel was convicted in the U.S. of stealing trade secrets from American Superconductor.



Massachusetts-based American Superconductor seemed to be riding high in early 2011, reaping strong sales and even praise from the White House for successfully cracking the Asian import markets. Then, one day that April, employees were called to a meeting where they heard some very disturbing news.

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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Their largest customer, Beijing-based Sinovel, which provided three-quarters of the company's revenue, had refused to accept a shipment of electronic components for its wind turbines - and wouldn't pay millions of dollars it owed for them. The reasons it gave were ambiguous.

"People were shocked," says Tron Melzl, a product manager in one of the company's Wisconsin offices. "We were adding additional staff to the company due to growth in the business. We actually had some people who had been on the job for just a couple of days when this announcement happened." [Read Article and Hear Podcast](#)

### **Top Republican Senator: Trump Wants to Jump Back in the Massive Trade Deal He Once Called a 'Rape of Our Country'**

*BusinessInsider - Bob Bryan*

President Donald Trump appears to be reversing course on a major multilateral trade deal.



Republican Sen. Ben Sasse, a staunch free-trade advocate, told reporters Thursday that during a White House meeting earlier in the day, Trump directed Larry Kudlow, the director of the National Economic Council, and Robert Lighthizer, the US trade representative, to reenter negotiations to get the US back into the Trans-Pacific Partnership.

The TPP, crafted most extensively by the Obama administration, spanned 12 countries around the Pacific Rim, including Japan, Australia, Mexico, and Canada. Though President Barack Obama signed the deal in February 2016, Trump yanked the US out of the agreement two days after his inauguration the following January. [Read Blog](#)

### **GM Workers Trash Korea CEO Office After Company Holds Back Bonus**

*IndustryWeek - Bloomberg*

General Motors Co. workers in South Korea forced their way into company executive offices, destroying and removing furniture, shortly after the local unit of the U.S. automaker told employees that there will be no bonuses due to a cash crisis.

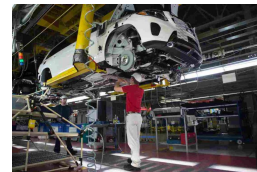


A video posted on YouTube showed about a dozen union members storming the chief executive officer's office in Incheon on Thursday, kicking and throwing chairs before removing a large desk. The union, whose representative could not be reached for comment, was protesting the company's decision and urged the CEO to resign, according to GM Korea's spokesman. [Read Article](#)

### **German Chickens, Pickup Trucks, And De-Escalating The U.S.-China Trade War**

*NPR All Things Considered - Sonari Ginton*

President Trump has continually called out China for its high tariffs and barriers to entry. But China isn't alone in zealously protecting its domestic auto market.



China's car market is the world's largest, and one of the most lucrative, so it's no surprise that it has become a flashpoint in the simmering trade battle between the United States and China.

President Trump continually has called out China for its high tariffs and barriers to entry, but China isn't alone in zealously protecting its domestic auto market. Many countries seek to shield their automakers from full-on foreign competition - including the U.S., when it comes to trucks.

Tensions between the U.S. and China over autos are relatively new - Chinese cars only recently good enough for the American market, says Mary Lovely of the Peterson Institute for International Economics. But she adds that that is changing rapidly, "a scary proposition." [Read Article and Hear Podcast](#)

## Trump Should Add More China Tariffs, Some Small Manufacturers Say

*IndustryWeek - Bloomberg*

Prominent U.S. business lobbies are begging the Trump administration not to impose tariffs on Chinese imports, but some small manufacturers are pushing the other way: trying to get more products on the proposed list.



Makers of steel wheels, safes and other products want the U.S. to impose tariffs on goods by their Chinese competitors, which aren't among the products targeted so far. They say the duties the U.S. imposed on steel and aluminum imports raised their costs but didn't affect finished goods made in China and sold here – setting up a potentially damaging Catch-22.

[Read Article](#)

## Tariffs Won't Stop China: 10 Better Ways

*IndustryWeek - Stephen Ezell*

The Trump administration should be commended for recognizing at long last that the U.S.-China trade and economic relationship has become inequitable and unsustainable.



Goosed by rampant and unrepentant mercantilist policies specially tailored for innovation-driven industries - including massive subsidies, forced technology transfer, pilfering of intellectual property, and denial of access to Chinese markets - China runs a \$350 billion-plus trade surplus with the United States. It has also misappropriated hundreds of billions of dollars more in intellectual property and is on a concerted campaign to unfairly take over a host of advanced industries in which the United States specializes. [Read Article](#)

## The Trade War's Troubling Twist

*IndustryWeek - Keith B. Belton*

The Trump Administration's recently imposed tariffs on steel and aluminum, and its announced tariffs on 50 billion dollars US worth of Chinese imports-and the threat of 100 billion dollars US more-represent the latest battle in a war against unfair trade practices. One category of unfair trade practices stems from the behavior of state-owned enterprises (SOEs) in China and other countries.



SOEs represent a growing problem-and one that has the United States working jointly on policy reforms with Canada, Mexico, the EU, Japan, and other major trading partners.

## The Problem with SOEs

SOEs are entities owned or controlled by the government, either at the national, regional, or local level. They aren't new or unique. Found in every country, they have long been providing basic services such as public transportation and utilities. For example, U.S. SOEs include the U.S. Postal Service, Fannie Mae, and Freddie Mac.

Trade issues arise, however, when SOEs engage in commercial activities and compete with private sector companies. [Read Article](#)

## Trade Policy Creates Risk for North American Industrial Outlook

*Area Development - Jason Tolliver, Vice President and Head of Industrial Research, Americas, Cushman & Wakefield*

The industrial forecast is strong. Will a revamped NAFTA change that?



Since the mid-1990s, the North American industrial market has experienced a record-setting run. As supply chains have become



interconnected and the need for additional warehouse inventory has increased, we've registered some of the strongest leasing tallies and tightest market conditions on record. And while we're forecasting another strong few years in the sector, trade policy is among the greatest risks to the industrial outlook.

The deadline to finalize a renegotiated NAFTA treaty is looming, and there have been mass amounts of speculation on how a revamped NAFTA, or non-existent NAFTA, might impact certain sectors of the economy. From a commercial real estate perspective, the politics and policymaking that comes out of these negotiations will be key determinants in how the North American industrial market performs.

[Read Article](#)

### **Big American Tech Companies are Snapping up Foreign-Worker Visas, Replacing Indian Outsourcing Firms**



Area Development - CNBC - Paayal Zaveri, Aditi Roy

\* Four U.S. tech companies - Amazon, Microsoft, Intel and Google - were among the top 10 employers for approved H-1B applications in FY 2017, according to a new study.

\* Meanwhile, Indian outsourcing firms have seen their numbers drop.

\* U.S. Citizenship and Immigration Services received about 190,000 H-1B visa applications this year, the second year in a row the number has declined, likely due to this decrease from Indian outsourcing firms.

A new study from the National Foundation for American Policy shows that U.S. tech companies are relying more on skilled foreign workers using H-1B visas, while Indian outsourcing firms are losing their previous stronghold in the area.

According to the study, four U.S. tech companies - Amazon, Microsoft, Intel and Google - were among the top 10 employers for approved H-1B applications in fiscal year 2017, which ended Sept. 30, and they all saw increases of more than 10 percent from the previous year.

Amazon saw a nearly 80 percent increase in approved H-1B visa applications from the year before, reflecting its growth in the U.S. Facebook saw an increase of 53 percent, and Apple saw a 7 percent increase. [Read Article](#)

### **Union for the Mediterranean Promotes Trade for a Strengthened Regional Economic Integration**



*Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - European Commission*

The 43 member countries of the Union for the Mediterranean (UfM) convened today in Brussels at the 10th Trade Ministerial Conference, where they gave a new impulse to economic integration in the Euro-Mediterranean region.

The Ministerial Conference was held under the UfM Co-Presidency of Cecilia Malmström, EU Commissioner for Trade, and Yarub Qudah, Jordanian Minister of Trade, Industry and Supply, in the presence of Jorge Borrego, UfM Acting Secretary General.

The level of regional economic integration in the Euro-Mediterranean region remains amongst the lowest in the world. Eight years have passed since the last Trade Ministerial in 2010 and in the meantime the world and Euro-Mediterranean region has changed greatly. The potential for an increased integration is huge and would bring significant benefits for all UfM member states. [Read Article](#)

### **Africa's Intra- and Extra-Regional Trade**



*Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - Brookings*

*Mariama Sow*

Last week, 44 African nations came together and signed the Continental Free Trade Agreement (CFTA). Under the continent-wide agreement, nations commit to cut tariffs on 90 percent of goods with the

aim of increasing intra-Africa trade. The historic document creates the largest free trade zone since the creation of the WTO in 1995. Still, 11 African nations have yet to sign the agreement, including South Africa (for technical reasons) and Nigeria. Representatives from the Nigerian government state that the agreement would undermine local businesses, hence the country's decision to abstain from signing the agreement. This post looks at the state of intra-African trade and contrasts it with the evolution of trade with partners outside of Africa. [Read Post](#)

### **(European Parliament) International Agreements in Progress: Economic Partnership Agreement with the East African Community**



*Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - European Parliament Think Tank*

The current ACP-EU Partnership Agreement (the 'Cotonou Partnership Agreement') features a provision making it possible for the EU to negotiate different economic partnership agreements (EPAs) with regional ACP sub-groups. This provision was needed for the partnership to be brought into compliance with the World Trade Organization's rules. Negotiations for an EPA with the members of the East African Community (EAC) - at the time: Burundi, Kenya, Rwanda, Tanzania, and Uganda - were finalised in October 2014. South Sudan, which joined the EAC in 2016, did not take part in the negotiations, but can join the agreement once it comes into force. [Read Abstract and Download](#)

## **Education and Workforce Development News**

### **Trump Still Unclear About Community Colleges**



*Community College Daily News - Staff*

The plan was for President Donald Trump to promote his \$1.5 trillion infrastructure plan during his speech Thursday in Richfield, Ohio.

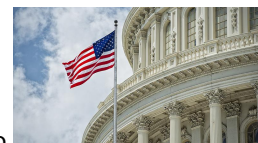
He did, but he touched on a lot more - from upcoming talks with North Korea, to constructing a wall on the Mexican border, to terrorism, to the ratings of the new "Roseanne" television show. He also brought up community colleges.

While promoting the infrastructure plan and the good-paying jobs that he says the plan would bring, Trump touted apprenticeships and his efforts to increase training for jobs in the skilled trades. He also reiterated that he doesn't understand community colleges and said that Americans are also confused.

"When I was growing up we had what were called vocational schools. They weren't called community colleges, cause I don't know what that means, a community college," Trump said. "To me it means a two-year college, but I don't know what it means. ... Call it vocational and technical, perhaps. People know what that means. We don't know what a community college means."

That's something Trump has already said on several occasions this year, and it still baffles many education advocates. [Read Article](#)

### **Acosta Seeks Funding for Nonregistered Apprenticeships**



*Community College Daily News - Staff*

Speaking before Senate appropriators on Thursday, the U.S. labor secretary continued to champion the administration's focus on apprenticeships as a key aspect to workforce development, emphasizing the need to expand nonregistered programs.

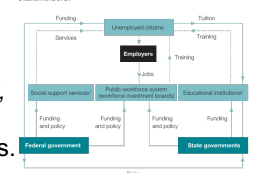
"On-the-job learning works. All the research shows that it is one of the best ways to provide jobs skills" as well as to help workers earn stackable credentials and develop a career path, Labor Secretary Alexander Acosta told members of the Senate subcommittee that oversee appropriations for labor and education programs.

However, only large companies can generally afford formal registered apprenticeship programs. A less-formal apprenticeship effort would open the door to middle and small businesses to work with industry to develop quality programs and serve more students and workers, said Acosta, whose department is seeking \$200 million for apprenticeships for fiscal year 2019. [Read Article](#)

## Closing the Skills Gap: Creating Workforce-Development Programs that Work for Everyone

*Areas Development - McKinsey & Company, Martha Laboissiere and Mona Mourshed*  
The "skills gap" in the United States is serious. Here is how to do better.

The US workforce-development system involves numerous stakeholders.



"The land of opportunity"-that is the promise of the United States. And one of the reasons the country has been able to deliver on that promise is that it has been able to develop the talent it needs to create wealth and to adapt to ever-changing economic realities. But there are concerns that the United States can and should be doing better. This will require policies and actions on many fronts, for example on trade, taxation, regulation, education, and fiscal and monetary policy. In this article, we focus on a single subject: preparing people without college degrees for jobs with promising career paths. The need, for both business and society, is dear.

On the one hand, almost 40 percent of American employers say they cannot find people with the skills they need, even for entry-level jobs. Almost 60 percent complain of lack of preparation, even for entry-level jobs. On the other hand, this "skills gap" represents a massive pool of untapped talent, and it has dire consequences, including economic underperformance, social unrest, and individual despair. [Read Release](#)

## Training and Organizational Development News

### How One Company is Closing the Skills Gap Through a Competency-Based Apprenticeship Program

*IndustryWeek -Michael Kelleher*



There were 5.8 million job openings at the beginning of 2018, according to the U.S. Department of Labor (DOL). This represents a substantial increase over employment opportunities during the Great Recession (2007-2013), yet American employers increasingly say they can't find workers with the skills needed to fill available jobs.

A recent poll conducted by Adecco found that the skills gap impacts U.S. manufacturing more than any other industry. Given this, how can U.S. manufacturers overcome a challenge that plagues companies both large and small regardless of location or products produced? [Read Article](#)

### Appropriators Take a Deeper Look at Apprenticeships

*Community College Daily News - Staff*



As apprenticeships appear to gain steam as a job-training model, House appropriators want to ensure that there are accountability parameters for apprenticeship programs that could be eligible for federal funding.

At a House education and job training appropriations subcommittee hearing on Wednesday, members from both sides of the aisle said they support apprenticeships - both registered and industry-supported models - but for the latter they would like to some accountability if they tap federal funds. Subcommittee chair Rep. Tom Cole (R-Oklahoma) said such programs need to be defined, whether by eligibility requirements, standards or some type of evaluation, to ensure that federal funds are used appropriately and effectively. [Read Article](#)



## DOL Makes it Easier for Employers to Use Unpaid Interns

IndustryWeek - David Sparkman



Restrictions still apply, but the change reverses a former position that made unpaid internships virtually disappear.

If you are interested in possibly creating an intern program for your business, the U.S. Department of Labor has made it more attractive to use unpaid interns-although legal restrictions still in place may make you think twice before doing so.

Eight years ago, at the height of the Obama administration, the Labor Department adopted a strict six-part test to apply to unpaid interns before they would not be considered employees under wage laws. These internship standards so severely hobbled the use of unpaid interns in both business and non-profits and charities that most backed away from unpaid intern programs. [Read Article](#)

## Quality News

### Jet Engine That Exploded Had Signs of Metal Weakness, US Says

IndustryWeek - Bloomberg

Southwest Airlines Co. is stepping up inspections on its jet fleet after investigators said they discovered evidence of metal fatigue on an engine that exploded Tuesday, sending shrapnel into the plane and killing a passenger seated near a window.



The woman was partly sucked out of the plane carrying 149 people as it flew about 32,500 feet above Pennsylvania, according to passenger accounts and the National Transportation Safety Board. The death was the first fatality on a U.S.-registered airline in more than nine years.

The plane, a Boeing Co. 737-700 bound for Dallas from New York's LaGuardia airport, made an emergency landing at Philadelphia International Airport shortly after 11 a.m. on Tuesday.

Safety Board investigators found indications of metal fatigue, an area of weakness caused by repeated bending, where a fan blade on the engine was missing, NTSB Chairman Robert Sumwalt said in a briefing on Tuesday night. Sumwalt cautioned that the information was preliminary. [Read Article](#)

### Rolls-Royce's 787 Headache Worsens with Extra Engine Checks

IndustryWeek - Bloomberg

Rolls-Royce Holdings Plc said it will incur extra costs and further disrupt services for airline customers as it carries out additional inspections on engines it builds for Boeing Co.'s 787 Dreamliner jet.



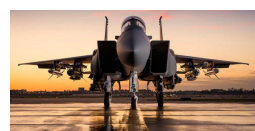
The checks will be made on a batch of 380 Trent 1000 turbines after testing indicated that more frequent scrutiny is required to cope with an existing durability issue, Rolls said in a statement Friday, barely a month after the London-based company suggested the problem was under control. The move will affect about a quarter of the 787 fleet, according to Boeing.

"The requirement for more regular inspections will lead to higher than previously guided cash costs being incurred during 2018," Rolls-Royce Chief Executive Officer Warren East said in the release. "We are reprioritizing various items of discretionary spend to mitigate these incremental cash costs." [Read Article](#)

### Boeing Cited by Pentagon Over Quality Concerns Going Back Years

IndustryWeek - Bloomberg

Boeing Co. was cited by the Pentagon for continuing quality, management and other deficiencies first issued more than two years ago, including problems related to production of its flagship F/A-18 and F-15 jets, according to



documents and officials.

Flaws at Boeing's St. Louis aircraft production facility ranged from missing, backwards and out-of-specification fasteners found on undelivered F/A-18s and F-15s to oversized holes, missing components and incorrect parts installed on the factory's production line, according to four "Corrective Action Requests" issued by the Pentagon's contractor watchdog.

In other cases, planes under assembly inadvertently hit maintenance work stands or other equipment on the floor, damaging the aircraft, the Defense Contract Management Agency said in a statement to Bloomberg News. [Read Article](#)

## Cyber Security and IT News

### **The FBI Has Been Paying Geek Squad Repairmen To Turn Over Illegal Content on Your Computer - Does it violate the fourth amendment?**

*Fortune - Natasha Bach*

Best Buy's Geek Squad might not be the benevolent repairmen we once thought.



Geek Squad computer repairmen have reportedly been working with the FBI for at least a decade, according to documents acquired by the Electronic Frontier Foundation. The FBI paid Geek Squad employees to flag and disclose illegal content found on the computers they repaired, particularly child pornography.

According to the EFF's account, if a member of the Geek Squad finds potentially illegal content on a computer they are inspecting, they contact the FBI. The agents then review the content and seize the computer for further inspection if it appears to be illegal in nature. In at least one such instance, the FBI reportedly paid the Geek Squad employee \$500 for turning over the material and proceeded to use him as an informant. [Read Article](#)

### **China To Use Big Data To Rate Citizens In New 'Social Credit System'**

*International Business Times - Michelle FlorCruz*

How good a citizen are you? China hopes to answer that question for every one of its citizens with a numerical rating system based on their financial standing, criminal record and social media behavior. A new translation of the government's plans for a so-called social credit system sheds light on how China aims to utilize "Big Data" to hold all citizens accountable for financial decisions as well as moral choices.



China's plans to roll out a citizen rating system has been in the works for years. Rogier Creemers, a China expert at Oxford University, recently published a translation of a document circulated through various levels of government detailing the six-year rollout of the program. According to a State Council notice, the central government hopes to have every adult in China assigned a credit code in addition to a government-issued identity card by 2020.

"Accelerating the construction of a social credit system is an important basis for comprehensively implementing the scientific development view and building a harmonious Socialist society," the memo reads, adding that it has "important significance for strengthening the sincerity consciousness of the members of society." The "guiding ideology," the name of a subsection in the memo, states that a key principle of the system is "government promotion." [Read Article](#)

### **Companies Adapt to Economic Realities, Cite Automation as Major Concern**

*IndustryWeek - Staff*

In a recent survey, one-in-five anticipate that next-generation technology will bring major disruption to their industry (23%), country (21%), or company (18%) over the next five years.



Globally, 85% of financial executives anticipate substantial or modest economic expansion in their country in 2018 (up from 70% in 2017), according to the 2018 Global Business & Spending Outlook, recently released by American Express and Institutional Investor Thought Leadership Studio.

More than half of companies surveyed around the globe report higher or much higher revenues in the last 12 months (54%), compared to 44% in last year's survey.

However, expectations for the velocity of expansion slow in this year's study, as the proportion of respondents who anticipate substantial rather than modest expansion falls to 21% worldwide from 38% last year. The decline is most evident in the U.S., where the figure drops to 1% from 69% last year. The only region where there is not a decline in velocity is Europe, where expectations of a substantial expansion more than double to 26% this year from 11% in 2017. [Read Article](#)

### **Data Privacy Hoopla Is a Wake-Up Call**

*CFO.com - David McCann*

With Mark Zuckerberg enduring another day of grilling by members of Congress on Wednesday, it's difficult to escape the conclusion that a watershed moment in the annals of consumer data privacy is at hand.

# CFO

But even before the Cambridge Analytica scandal came to light, consumers were up in arms over how their personal online shopping histories, banking data, social-media posts, and other information were being used.

That's apparent from the results of a survey of more than 7,000 U.S. consumers with bank accounts, conducted in December 2017 by management consulting firm A.T. Kearney.

About a third of the participants said that the way payment providers use their payment and purchase data is "an invasion of privacy that should be prohibited." Another third characterized such usage as "a necessary evil" with only occasional benefits for consumers. (See chart.) [Read Article](#)

## **Human Resource Management News**

### **US Companies Are Weaponizing Employees to Keep Unions Out**

*IndustryWeek - Bloomberg*

Thomas Neill wrote the government a letter Jan. 23 asking that it reverse an Obama-era



rule that could make it easier for unions to win workplace elections. "Repeal the current rules; reinstate the prior rules; revise the election process in a way that brings them up to date in a sensible, fair manner," he wrote. So did Brian Picanco, Paul Smedberg, Zane Rowland and Jim Smith.

On the same day. Using exactly the same words. The men, along with dozens of other people working for U-Haul, the self-storage company, seem to have taken an outsized role in the debate over whether the Trump administration should revisit the rule. They've been doing this by flooding the National Labor Relations Board with very similar comments. While at least one employee said workers got together on their own, labor experts contend that the campaign has all the hallmarks of a company-influenced effort. U-Haul agreed, saying that while it didn't compel workers to take part, it did provide the language for them to use.

Over the past few months, the NLRB received at least 100 similarly worded submissions urging it to throw out the policy that shortens the time between when some employees decide to unionize and when a vote is held. More than 60—roughly one out of every 25 comments submitted so far—used names matching people who work at the self-storage and rental giant, according to a review of LinkedIn pages and recent company announcements. More than a dozen additional comments appear to come from people who worked for the company in



the past. [Read Article](#)

## LinkedIn Workforce Report | United States | April 2018



*LinkedIn*

Over 146 million workers in the U.S. have LinkedIn profiles; over 20,000 companies in the U.S. use LinkedIn to recruit; over 3 million jobs are posted on LinkedIn in the U.S. every month; and members can add over 50,000 skills to their profiles to showcase their professional brands. That gives us unique and valuable insight into U.S. workforce trends.

This LinkedIn Workforce Report is a monthly report on employment trends in the U.S. workforce. It's divided into two sections: a National section that provides insights into hiring, skills gaps, and migration trends across the country, and a City section that provides insights into localized employment trends in 20 of the largest U.S. metro areas: Atlanta, Austin, Boston, Chicago, Cleveland-Akron, Dallas-Ft. Worth, Denver, Detroit, Houston, Los Angeles, Miami-Ft. Lauderdale, Minneapolis-St. Paul, Nashville, New York City, Philadelphia, Phoenix, San Francisco Bay Area, Seattle, St. Louis, and Washington, D.C. [View Report](#)

## Employers Can Stop Workplace Bullying When They Know How

*IndustryWeek - David Sparkman*

If your company doesn't have a program to eliminate employee bullying, you need to start one right away. Developments over the last several years guarantee that if you don't do it, you face the possibility of paying a steep price in government penalties and employee lawsuits, and the stiff legal costs associated with them.



Bullying is often a prime component of civil rights violations involving racial, ethnic and religious discrimination. Most forms of sexual harassment include bullying. Legal arguments for extending federal job protection to LGBTQ employees note that employers already can be cited for allowing bullying based on gender stereotyping-male employees bullied for being perceived as too effeminate and females seen as being too masculine. [Read Article](#)

## Environmental, Health & Safety News

### OSHA Cracks Down on Failure to File Electronic Injury Reports

*Material Handling & Logistics - David Sparkman*

The Occupational Safety and Health Administration (OSHA) has ordered its inspectors to crack down on employers who failed to electronically file their 300A, 300 Log and 301 injury report forms.



Because of confusion over implementation of the Obama-era rule, OSHA said that for 2017, employers who came under the regulation only needed to file their 2016 Form 300A. The deadline for filing their 300A forms containing 2016 data was then set for July 1, 2017, which later was postponed to Dec. 15 and then again to Dec. 30. [Read Article](#)

### Massachusetts Pilot Reinstated After Voicing Safety Concerns

*EHSToday - Staff*

A Massachusetts pilot who was declined flight assignments and subsequently fired because he voiced safety concerns about a scheduling policy against Federal Aviation Administration (FAA) regulations must now be reinstated.



OSHA is requiring the two companies, Jet Logistics Inc. and New England Life Flight Inc. doing business as Boston MedFlight, to give the worker's job back after he notified them of violations with a FAA policy requiring a pilot's time to rest.

"This pilot should be commended - not penalized - for raising legitimate

safety concerns that can affect him, his co-workers, and the general public," said Galen Blanton, OSHA Boston-area regional administrator. [Read Article](#)

### **Tech Neck, Texting Thumb: Our Bad Tech Habits Leave Us in Pain. Here's How to Feel Better**

*USA TODAY - Jennifer Jolly*

Blame our overuse of phones and laptops for sore backs, shoulders and necks. Here's how to fix them.



Americans now spend more than five hours a day hunched over, reading emails, sending texts or checking social media sites, according to analytics firm Flurry- and it's turning into a real pain in the neck. No really, there's actually a condition called "tech neck," and there's a good chance you - or someone in your family - have it.

ImagineMD, a direct primary care medical company based in Chicago, gathered Google search trend data to rank tech pains by the number of times people searched for them. "Tech neck" is one of the most frequently Googled tech-related conditions in the U.S. these days, right behind "texting thumb" and "cell phone elbow."

And while the terms might sound funny, these tech-related conditions can be serious and painful. Here are the top three - and what to do about them. [Read Article](#)

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

- 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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