



Proactive Technologies News

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HAVE A SAFE AND HAPPY 4th OF JULY HOLIDAY!



From Innovation to Implementation - Success Depends on Preparedness of Those Executing

by Dean Prigelmeier, President of Proactive Technologies, Inc.



How often does a product or service go straight from research and development to service implementation or product production? A skilled, experienced worker may be able to overcome the ambiguity of this hand-off, but it seems there is, today, a shortage of skilled, experienced workers; baby boomers finally decided they can, or have to, retire, or some companies experience high turnover rates of replacements, or most employers say they lack of skilled candidates...or even someone skilled enough to train them.

There are many reasons that this loosely organized hand-off still exists:

- Perhaps from a sense of futility, with engineers seeming to have given up on the notion of training workers first to ensure immediate output quantity, quality and consistency;
- Perhaps it is from knowing that the organization lacks a "system" in place to facilitate the transfer;
- Perhaps it is from the belief that, especially in the early stages, the product or service may go through many changes before a coherent, repeatable process settles in and when it does the next product or service has been introduced;
- Perhaps from a sense of superiority, that "I know how to do this [because I designed it] so everyone else should know what to do."

For those who recognize the need for worker training and try to incorporate it manually while trying to keep up with engineering and technological innovations, it is common to find a training program released well into the last days of the life cycle - just in time to train workers for the things they made and serviced years before. Manual methods just do not keep up anymore, and they haven't for the last 30 years. This doesn't mean we should "leap-frog" to Artificial Intelligence or online training. The cost alone would dissuade anyone from utilizing it for this type of task-specific training, never mind the inappropriateness.

The most efficient and effective path to expediting a process from development of the process (including all pertinent aspects) to

Proactive Technologies, Inc. - capturing worker expertise to build and support job specific, task-based worker development programs (with metric-based solutions) since 1986. Experience the power of the [accelerated transfer of expertise](#)™ !

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Proactive Technologies' Publications Archive

To download a .pdf version of this

issue, find the link at the bottom of this month's post on our website's [News and Publications](#) page or click [Proactive Technologies Report June, 2018 Issue](#). While at our website, check out past newsletters, articles and more.

Helping employers to unlock worker value since 1986!



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[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):

implementation is displayed below. [Read More](#)

A Management Theory Flashback - The Peter Principle

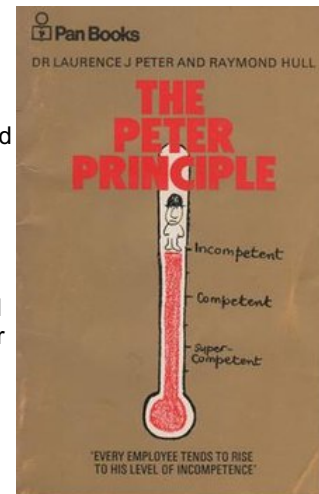
by Stacey Lett, Regional Manager - Eastern U.S. - Proactive Technologies, Inc.



In 1979, a book written by Raymond Hull entitled "[The Peter Principle](#)" was a topic of conversation around the water cooler (the precursor to today's bottled water and a euphemism for a meeting place in the office for casual conversation and gossip...for those young enough to have missed the expression). It lasted throughout the 1980's and early 90's. College courses in organizational development and management theory mentioned it in passing, but for most of us its meaning and significance might have been misunderstood.

Although there is a basis of overlap, this is not to be confused with "[The Dilbert Principle](#)," a 1990's satirical theory by cartoonist Scott Adams based on a comic strip called "Dilbert." The Dilbert principle roughly theorizes that companies tend to deliberately promote their least competent employees to management to limit the damage they can do. A more cynical view of contemporary management practices, The Dilbert Principle was a way for demoralized employees to express their perception of seemingly incapable supervisors and middle management with a theory that could be mistaken for one that could easily be produced in higher education after thoughtful research. The word "Principle" acts to give it legitimacy and, in a way, mock sincere studies and theories.

The Peter Principle, however, was the result of a lot of thoughtful research and deliberation. Its conclusion was that in an organization's hierarchy, employees tend to be promoted based on success in their prior job or jobs; not necessarily on whether they have the prerequisite skills and relevant experience to succeed in the job to which they are promoted. Eventually, an employee "tends to rise to his level of incompetence." Peter's Corollary for an organization unchecked progression of The Peter Principle, is: "In time, every post tends to be occupied by an employee who is incompetent to carry out its duties."



The citation of The Peter Principle might have been dismissed by management in its day as nothing more of a disgruntled employee's attempt to criticize management after being passed over for promotion in favor of someone who isn't known or respected for their work performance, relevant experience or social skills. But sometimes the choice might have seemed the most counter-intuitive choice for the position by many in the department - acting as further evidence that management was out of touch with what was actually going on in the daily work performed.

Upon reexamination, The Peter Principle does describe a phenomenon still around today. [Read More](#)

Workforce Development Partnerships With Substance: My Experience

By Randy Toscano, Jr., MSHRM, CEO of Legacy Partners 2



Partnerships between employers and local educational institutions/training providers are a tricky thing. Not every employer knows clearly what they need nor can they articulate the need, and not every educational institution can understand the need, or has

[PTIpromo - A Preview of an 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:

July, 2018

Colorado (Eastern Slope)

Indiana

products or services available or relevant enough to make a difference. If either of these realities are present, or worse both of them, it can make worker development partnerships difficult to disappointing.

Employers are closest to the work that they need performed by the worker, which is usually very different from the employer down the road. Yet employers rarely bother to document what makes up that work to articulate it in an understandable way to an educational institution or training provider. If you doubt that, take any of your job classifications and try to explain it in enough detail to train from it.

When in doubt, some employers pull out a sample written process and a few random specifications for compliance to focus the discussion. Seriously, I have been in meetings when an employer pulled out a 15 year old job description, which was a cut-and-paste of a 20 year old job description, and gave it to the community college and said, "we need workers trained for this." Not surprisingly, they are disappointed and disillusioned when what the community college came up with seems irrelevant when shown to workers currently in the job classification.

There are at least two critically important reasons why current and accurate job data makes or breaks a worker development partnership. [Read More](#)

Economic Development Opportunities - An Important Incentive in Attracting Companies to Your Region

by Dean Prigelmeier, President of Proactive Technologies, Inc.

When organizations try to create new jobs in their area - working with companies that are considering moving to, expanding to or expanding within their areas - skilled labor availability for many regional economic development strategies may include an offering that consists of one part skills assessment, one part general skill classes and a sprinkling of worker tax credits or grants. That seems to be what most incentive packages include, but is that because: A) that is what the other offers look like; b) it has been like that for decades; C) it is assumed that is all that is available; or D) all of the above?

For over thirty years headlines sounded the alarm that those institutions that were training the workforce of tomorrow were not succeeding in their effort as discussed in, "[An Anniversary That You Won't Want to Celebrate: 30 Years Later and The Skill Gap Grows - Is it Finally Time to Rethink The Nations Approach?](#)"). Many skilled workers that are available to work do not have the skills that employers need today. Not completely satisfied with their answer to the inevitable question regarding the region's skilled labor availability and how workers with specific skill needs will be found or developed, some economic development organizations are exploring other options and opportunities.

It is important to understand that the types of skills that employers are most concerned with - especially employer-specific task-based skills - most likely have not been in the local workforce, nor have any programs been available in local institutions to develop them, simply because these new jobs, with new skill requirements, have never been in the area. The types of skills needed for most modern manufacturing and advanced manufacturing have never been developed because the need was not present nor the data on these jobs available. Even if the need was present, by the time the skill is recognized, a program developed and a worker completed the learning, manufacturers either moved on or moved out.

Let's face it, most organizations that successfully promote their region for economic development do so on the current low cost of labor, right-to-work status, low business and employment tax rates, economic incentives, availability of infrastructure and quality of life. They probably never needed a system in place to develop the skills necessary to attract modern and advanced

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)

Nevada (Reno, Las Vegas)

New Mexico (Albuquerque, Santa Fe)

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.



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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.

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manufacturing.

Companies interested only in geographical, financial and aesthetic incentives have already moved. Other employers understand that if they want higher skilled workers, they need to expect to pay higher wages now or later when those skill levels are reached and competition for skilled labor kicks in. [Read More](#)

Successful organizations rely on high-performing organizational systems that are continually adapting and improving.

Is your internal worker training keeping up? Would you like it to?

Wouldn't it be worth a few minutes of your time to find out how you can drive every worker - incumbent and new-hires - to full job mastery with a small investment and huge return?

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 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 RESEARCH AVAILABLE GRANT FUNDS AND HELP YOU APPLY. GRANTS MAY COVER MOST OR ALL OF YOUR INVESTMENT!!**

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- Job-Relevant Technical

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 2.0 percent in the first quarter of 2018 (table 1), according to the "third" estimate released by the Bureau of Economic Analysis. In the fourth quarter, real GDP increased 2.9 percent.

Profits from current production (corporate profits with inventory valuation adjustment and capital consumption adjustment) increased \$39.5 billion in the first quarter, in contrast to a decrease of \$1.1 billion in the fourth quarter. [Read Report](#)

Personal Incomes and Outlays

US Bureau of Labor Statistics

Personal income increased \$60.0 billion (0.4 percent) in May according to estimates released today by the Bureau of Economic Analysis. Disposable personal income (DPI) increased \$63.2 billion (0.4 percent) and personal consumption expenditures (PCE) increased \$27.8 billion (0.2 percent). [Read Report](#)



Advanced Manufacturers' Shipments, Inventories, and Orders

US Census Bureau

New orders for manufactured durable goods in May decreased \$1.4 billion or 0.6 percent to \$248.8 billion. [Read Report](#)



Job Openings and Labor Turnover

US Bureau of Labor Statistics

Errors in JOLTS Federal government estimates BLS identified errors in the JOLTS Federal government hires, total separations, and layoffs and discharges estimates from January 2011-April 2018. On June 12, 2018, BLS suppressed these data from the LABSTAT database. [For more information on this error and correction plans](#)



U.S. GDP Revised Down to 2.2%

CFO.com - William Sprouse

The U.S. economy grew at 2.2% in the first quarter of 2018, according to the latest figures from the Commerce Department, which revised down a previous estimate of 2.3% growth.

CFO

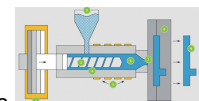
"The revision to headline GDP growth was small, as were most of the revisions to GDP components. The standouts were weaker inventory investment - which was weak to begin with - weaker residential investment, and stronger business investment," Chris Low, of FTN Financial Group, told MarketWatch.

Business inventories increased \$20.2 billion in the first quarter, compared with last month's estimate of \$33.1 billion. Some analysts said the smaller inventory buildup could ultimately lead to better growth numbers for the second quarter. [Read Article](#)

The Basics of Rapid Injection Molding

New Equipment Digest - Greg Kagan

Here's a quick reference guide to wall thicknesses, surface finishes, materials, and other important features for rapid injection molding.



Designing plastic parts that can be molded has always been important for traditional injection molding processes, but it's particularly beneficial for parts about to be rapid injection molded (RIM) to ensure speed and quality remain constant during manufacturing. Here's a look at many of the critical design considerations encountered during rapid injection molding

With RIM, CAD models are sent directly to the production floor where mold milling begins. In most cases, molds are fabricated from aluminum, not steel. This allows for faster and more cost-effective tooling compared to traditional steel molds. [Read Article](#)

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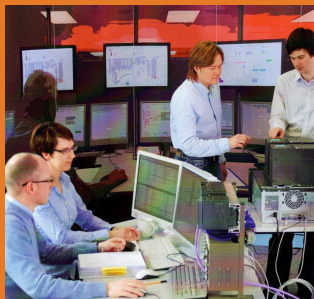
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US Manufacturing Quickens While Prices Keep Spiraling Upward

IndustryWeek - Bloomberg

U.S. manufacturing expanded at a faster pace in May and order backlogs grew by the most in 14 years, even as price gains for materials continued to accelerate, the Institute for Supply Management said on June 1.



Highlights of ISM Manufacturing

- The Factory index rose to 58.7 from 57.3.
- The measure of new orders improved to 63.7 from 61.2.
- Order backlogs index increased to 63.5, the highest since April 2004, from 62.
- Employment gauge increased to 56.3, the first gain in three months, from 54.2 reading.

Key Takeaways [Read Article](#)

The Net Neutrality Repeal Is Official. Here's How That Could Affect You.

New York Times - Keith Collins

It's official. The Federal Communications Commission's repeal of net neutrality rules, which had required internet service providers to offer equal access to all web content, took effect on Monday.



The rules, enacted by the administration of President Barack Obama in 2015, prohibited internet providers from charging more for certain content or from giving preferential treatment to certain websites.

After the commission voted to repeal the rules in December, it faced a public outcry, legal challenges from state attorneys general and public interest groups, and a push by Democratic lawmakers to overturn the decision. The opponents argued that the repeal would open the door for service providers to censor content online or charge additional fees for better service - something that could hurt small companies - and several states have taken steps to impose the rules on a local level. [Read Article](#)

Judge Approves AT&T Merger With Time Warner, a Ruling That May Reshape How We Pay for Streaming

Chicago Tribune - Associated Press

A federal judge approved the \$85 billion mega-merger of AT&T and Time Warner on Tuesday, a move that could usher in a wave of media consolidation while shaping how much consumers pay for streaming TV and movies.



U.S. District Judge Richard Leon green-lit the merger without adding major conditions to the deal. The Trump Justice Department had sued to block the \$85 billion merger, arguing that it would hurt competition in cable and satellite TV and jack up costs to consumers for streaming TV and movies. Now, the phone and pay-TV giant will be allowed to absorb the owner of CNN, HBO, the Warner Bros. movie studio, "Game of Thrones," coveted sports programming and other "must-see" shows. The Justice Department could decide to appeal the ruling, however. [Read Article](#)

Sprint and Verizon's Latest Deals Offer Still More Definitions of 'Unlimited'

USA Today - Rob Pegoraro

The wireless industry's favorite word these days is "unlimited" - and the carriers like it so much they want more than one flavor of it.



Instead, they asterisk their unlimited plans with different exemptions, and some also sell multiple "unlimited" plans that let customers choose from varying levels of limits.

The latest examples: two new sales pitches from Verizon Wireless and Sprint, the largest and fourth-largest among the big four.

At Verizon, the latest plot twist is last week's announcement of a third unlimited plan geared to its most data-intensive users. The new Above Unlimited plan, from \$95 a month on one line to \$60 a month for each of four lines, will offer three upgrades from the carrier's \$85 Beyond Unlimited plan. It became available Monday:

*Above Unlimited raises the threshold for "deprioritization" - in which Verizon may slow your connection if nearby cell sites suffer congestion - from Beyond's 22 gigabytes to 75 GB. Both numbers far exceed usage

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MEMORABLE QUOTES

"Practice is the hardest part of learning, and training is the essence of transformation."

[Ann Voskamp](#)

Author
1973 -

"If you want to teach people a new way of thinking, don't bother trying to teach them. Instead, give them a tool, the use of which will lead to new ways of thinking."

[R. Buckminster Fuller](#)

American architect, systems theorist, author, designer, inventor and futurist
1895 - 1983

"The essence of the independent mind lies not in what it thinks, it is how it thinks."

[Christopher Hitchens](#)

author, columnist, essayist, orator, religious and literary critic, social critic, and journalist
1949 - 2011

Recent Proactive Technologies News Article Quicklinks

June

[Every Work Task Is A Micro Unit Everything About the Task Should Be Trained At Same Time For Maximum Efficiency and](#)

estimates by third parties. For instance, research firm Strategy Analytics' opt-in telemetry measured an average of 5.3 GB of data in February among unlimited-data customers. [Read Article](#)

Chromalloy Wins Long-Term US Navy Contract

American Machinist - Staff

Chromalloy won a six-year, "firm-fixed-price, indefinite-delivery/indefinite-quantity" contract from the U.S. Navy to repair and refurbish high-pressure hot-section parts for LM2500 engines, the gas turbine engines that serve as part of the propulsion system for Independence-class Littoral Combat Ships.



The repairs will include water-flow inspections, cleaning and stripping of airfoil coating, and welding and brazing to return worn or damaged parts to the designed dimensions. The work will be carried out at Chromalloy's Carson City, Nev., operations. The contract continues through May 2024.

[Read Article](#)

Musk Says Tesla Hit With 'Extensive' Sabotage by Employee

IndustryWeek - Bloomberg

A disgruntled Tesla Inc. employee broke into the company's manufacturing operating system and sent highly sensitive data to unknown third parties, according to an email Elon Musk sent to staff.



The worker, who had been denied a promotion, did "quite extensive and damaging sabotage" to Tesla's operations, Musk wrote in the memo late Sunday, which was reported in full by CNBC. While a spokesman declined to comment, an employee who asked not to be identified confirmed he received the email. [Read Article](#)

Boeing Gets a Jump on Air Show with \$14.4 Billion in Jet Deals

IndustryWeek - Bloomberg

Boeing Co. isn't waiting for next month's Farnborough Air Show to unveil blockbuster aircraft deals.



The Chicago-based planemaker is poised to bolster its backlog with orders valued at \$14.4 billion thanks to two transactions announced on June 25. That's a break from an industry practice of stockpiling sales for the biggest annual trade expo, which alternates between Paris and Farnborough, outside London.

Bamboo Airways, a Vietnamese startup, signed a commitment for 20 of Boeing's twin-aisle 787-9 Dreamliners, the companies said. That's a deal of about \$5.6 billion before customary discounts. Earlier in the day, Jet Airways India Ltd. announced it was purchasing 75 of Boeing's 737 Max single-aisle planes, a transaction valued at \$8.8 billion based on list prices.

[Read Article](#)

Machine Tool Orders Drop, but 'Growth Trajectory' in Place

American Machinist - Robert Brooks

Domestic manufacturers ordered \$392.97 million worth of machine tools during April, 22.6% less than during March and yet 10.5% more than the April 2017 total. The year-to-date total for new orders increased to \$1.64 billion, 22.2% higher than last year's January-April new-order total.



The figures are drawn from the monthly U.S. Manufacturing Technology Orders Report, released by AMT - the Association for Manufacturing Technology, and based on new machine-tool (manufacturing technology) data supplied by participating companies that produce and distribute metal-cutting and metal-forming and -fabricating equipment, including domestically manufactured and imported machinery and equipment. The results are based on actual order totals, nationwide and in six regional markets. [Read Article](#)

US Manufacturing Output Fell in May by the Most Since 2014

IndustryWeek - Bloomberg

U.S. factory production fell in May by the most since January 2014, weighed down by fewer truck assemblies and still consistent with a steady outlook for manufacturing, Federal Reserve data showed Friday.

Highlights of Industrial Production (May)

*Factory output fell 0.7% (est. unchanged) after rising an upwardly revised 0.6% gain.



Effectiveness

by Dean Prigelmeier, President of Proactive Technologies, Inc.

Knowledge Gap v. Skills Gap, Core Skill Gap v. Task Skill Gap; Important to Know Which You Are Trying To Close

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

Unemployment is at an 18 Year Low, So Where is the Party ?

By Dean Prigelmeier, President of Proactive Technologies, Inc.

May

The Accelerated the Transfer of Expertise™

by Dean Prigelmeier, President of Proactive Technologies, Inc.

Challenges Presented by the Widening Skill Gap

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

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.

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 "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.

*Total industrial production, which also includes mines and utilities, decreased 0.1% (est. 0.2% rise) after an upwardly revised 0.9% gain. *Capacity utilization, measuring the amount of a plant that is in use, dipped down to 77.9% (est. 78.1%) from 78.1%.

Key Takeaways The pullback in factory output largely reflects a disruption in truck assemblies due to a major fire at a parts supplier, the Fed said in the report. Excluding motor vehicles and parts, manufacturing production fell just 0.2% following a 0.8% gain the prior month. [Read Article](#)

The Great Regulation Rollback Is Finally Here. But Is it Working?

IndustryWeek - Laura Putre

In his first weeks as president, Trump followed through on his campaign promise with an executive order stating that for every new rule, two existing rules must be eliminated and net cost must not exceed zero. In its Trump-O-Meter, PolitiFact rated that as "Promise Kept."



But the real picture is more complicated. Despite Trump's promises, the checks and balances of the founding fathers mean that government's default pace is Paleolithic. The pace of change in the manufacturing sector is also traditionally slow and measured, balanced against carefully crafted 10-year plans.

This means that while progress is being made, and enthusiasm among certain manufacturers is growing, the short- and long-term impacts of the efforts remain unclear. So we have analyzed the numbers and talked to the manufacturers at the center of the movement to see if this regulatory rollback lives up to the hype. [Read Article](#)

Why Cities Can't Stop Poaching From One Another

Area Development - New York Times, Emily Badger

SAN FRANCISCO - Near the bottom of the lengthy ballot San Francisco voters considered this week, in this state famous for its abundant and oddball ballot initiatives, Proposition I asked voters to establish a policy of not coveting other cities' sports teams.



The measure was as part apology for poaching the Golden State Warriors from Oakland, part declaration of city principles ("San Francisco Will Not Endorse or Condone the Relocation of Any Team With an Extensive History in Another Location"). Voters, who said yes to several tax increases, looked at this largely symbolic measure and voted "no."

That result was perhaps predictable; coveting what others have is implicit city policy nearly everywhere. The doctrine explains why corporations are so successful at extracting tax breaks from competing communities, why sports teams know their relocation threats usually work, why Amazon's HQ2 sweepstakes has prompted such a bloated bidding war. [Read Article](#)

America's New Factory Building Frenzy

IndustryWeek - Jill Jusko

A flurry of new manufacturing facilities has begun popping up across the U.S. In this environment of low unemployment, skills deficits and shifting corporate paradigms, this abundance is rife with challenge and potential. We spoke with several manufacturers in the thick of this building boom, both to learn of progress with their plans and to share best practices.



Foxconn Technology Group commanded headlines last summer in the U.S. when it announced plans to invest \$10 billion to build an enormous manufacturing technology campus in Wisconsin. It's easy to see why the project, which is expected to break ground later this month, includes a factory to produce LCD display panels and a commitment to create a whopping 13,000 jobs. [Read Article](#)

Which manufacturers are bringing the most jobs back to America?

USAToday - Evan Comen

Earlier this week, motorcycle manufacturer Harley-Davidson announced plans to shift some of its production overseas to avoid retaliatory tariffs recently imposed by the EU in response to tariffs by the Trump administration. While the iconic American brand is shifting jobs to other countries, a number of major U.S. manufacturers have made significant efforts to add or retain jobs in the United States over the past several years.



According to advocacy group Reshoring Initiative, the number of jobs being

[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.

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reshored by U.S. companies has increased more than tenfold since 2010. Each company has its own reasons for consolidating manufacturing operations in the United States, and the number of jobs and size of investment involved in the reshoring projects also vary by company.

To determine which manufacturers are bringing the most jobs back to America, 24/7 Wall Street used data provided by Reshoring Initiative based on company announcements from 2010 through the first quarter of 2018. The 16 companies announcing the largest reshoring initiatives plan to bring back, add, or retain a combined total of approximately 73,000 manufacturing jobs. [Read Article](#)

Financial News

Data Is a 'Tangible' Asset

CFO.com - Dr. Henna A. Karna

Much talk is swirling around the need to value a company's data as a business asset on its balance sheet. The idea is compelling. Data, in the right hands, is often as valuable as land, buildings, and equipment.



If an insurance company, for example, can make better underwriting decisions than its competitors because of an enhanced ability to acquire brilliant insights from its data, investors and Wall Street would want to know that for valuation purposes.

But that information is generally now here to be found on the balance sheet. Investors are in the dark. What's more, many organizations know very little about the value of their own data. As Doug Laney, vice president at Gartner, stated, "Even as we are in the midst of the information age, information simply is not valued by those in the valuation business."

Despite the obstacles, there are compelling reasons to start thinking deeply about how to value a company's data for accounting purposes. [Read Article](#)

PBGC Projections: Multiemployer Program Insolvent in FY 2025 Single-Employer Program Continues to Show Improvement



Pension Benefit Guaranty Corporation

WASHINGTON - The Pension Benefit Guaranty Corporation's Multiemployer Insurance Program continues to face insolvency by the end of fiscal year 2025, according to findings in the FY 2017 Projections Report. The agency's insurance program for multiemployer pension plans covers over 10 million people.

The new projections show a narrower range of years for the likely date of insolvency of the Multiemployer Program. The likelihood that the Multiemployer Program will run out of money before the end of FY 2025 has grown to over 90 percent, and there remains a significant chance the program will run out of money during FY 2024. The likelihood the program will remain solvent after FY 2026 is now less than 1 percent. The narrower range in the new projections is based on the most recent available data on troubled pension plans. [Read Release](#)

Opioid Crisis Takes A Toll On Economic Outlook For Many Americans, Fed Says

NPR - Charlotte Norworthy

One out of five Americans say they personally know someone who has been addicted to opioids or prescription painkillers, according to a new report about the economic well-being of U.S. households.



The Federal Reserve report, based on a national survey, also found that exposure to opioid addiction was twice as likely among whites, regardless of education level, as among African-Americans.

Survey respondents who knew someone who had been addicted to opioids were less likely to give the national or local economy a favorable rating. [Read Article](#)

Cryptocurrency Miners Make Big Promises In Small Towns

NPR Morning Edition - David Sommerstein

Massena, N.Y., perched on the northernmost border of New York state, is the archetype of the company town that has lost its companies. Downtown there's a pillared town hall and a Main Street lined with stately old buildings, along with an empty union hall, a



Structured on-the-job training attracts and engages employers in workforce development partnerships...some projects sustainable for more than 18 years!

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- document a trainee-to worker's increasing value to the employer - the key to retention - rather than leaving it to chance;
- properly aligns workforce development resources and maximizes the impact and results;
- allows you to engage an employer's facility, equipment and staff in the training process;
- provides the best infrastructure for apprenticeships and internships that last!
- is a win for the trainee, win for the worker, win for the employer, win for the institution and win for the community!

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Proactive Technologies has continued to partner with community colleges, universities, workforce development agencies and training providers with its "[hybrid approach](#)" to worker training.

couple of banks and restaurants, and a bunch of vacant storefronts - echoes of the town's more prosperous past.

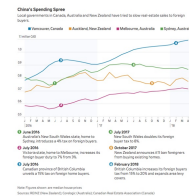
Aluminum giant Alcoa drove the town's growth in the 1900s, attracted by the plentiful electricity generated by a nearby hydropower dam on the St. Lawrence River. But Alcoa has downsized greatly over the last decade. General Motors and Reynolds Metal plants closed, too. Massena has hemorrhaged hundreds of jobs.

That's why back in January, Massena's Town Supervisor Steven O'Shaughnessy was over the moon when - rather suddenly - companies that do something called "Bitcoin mining" came knocking. "They need lots of power, and they need to be able to count on it," O'Shaughnessy says. "And we can provide that." [Read Article and Hear Podcast](#)

Western Cities Want to Slow Flood of Chinese Home Buying. Nothing Works.

Manson Global - The Wall Street Journal-Paul Veira, Rachel Pannett and Dominique Fong

Crowds swept into the Beijing Exhibition Center on a recent morning for a real-estate expo that drew thousands of people interested in foreign property.



That kind of surging interest has created a flood of capital that is washing over cities throughout the globe, distorting home prices, irritating local residents-and defying almost every attempt to restrain it. In Vancouver, Chinese home-buyers snapped up homes so fast in 2016 that prices escalated at a rate of 30% a month compared with a year earlier. Officials imposed a 15% foreign-buyers tax, and Chinese buyers turned to Toronto, where they soon bid up home prices. [Read Article](#)

Buffet, Dimon Say Short-Termism is Harming the Economy

CNBC

Billionaire investor Warren Buffet and JP Morgan Chief Jamie Dimon believe the companies should do away with the practice of estimating quarterly earnings as the short-termism is hurting the economy.

"The nation's greatest achievements have always derived from long-term investments. In both national policy and business, effective long-term strategy drives economic growth and job creation", Jamie Dimon and Warren Buffet said, according to Wall Street Journal. [See Video](#)

Corporations Push Profits Into Tax Havens as Countries Struggle in Pursuit, Study Says

Coalition for a Prosperous America

Editors note: this article makes clear that CPA's preferred tax system, sales factor apportionment, would be better for US production. It would eliminate the tax discrimination in favor of multinational in foreign companies and against against US domestic companies.



Multinational companies shift about 40% of the profits they earn outside their home countries into tax havens, eluding tax-collection efforts, according to an analysis that points to persistent gaps in government revenue collection. [Read Summary and Analysis](#)

Mulvaney Ousts CFPB Advisory Panels After Scrapping Meetings

Bloomberg - Elizabeth Dexheimer

Members of three outside panels that advise the U.S. Consumer Financial Protection Bureau on financial-industry abuses say they've been fired by acting director Mick Mulvaney, calling the move the Republican's latest effort to destroy the watchdog.



Participants in the main group, the CFPB's Consumer Advisory Board, said in a statement that they learned of their terminations on a call Wednesday. Board members said they were also told that they won't be allowed to re-apply for positions when the agency reconstitutes the panels.

"Mick Mulvaney is only interested in obtaining views from his inner circle, and has no interest in hearing the perspectives of those who work with struggling American families," Ann Baddour, the board's chair, said in the statement. [Read Article](#)

Wells Fargo Wasn't Alone - Other US banks Also Opened Unauthorized Accounts

WGRZ - USA Today, Kevin McCoy

A federal regulator determined Wells Fargo wasn't the only U.S. bank that



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opened accounts not authorized by customers - but has no plans to identify the institutions publicly.

A review of roughly 40 banks found that as many as 10,000 customer accounts opened during a three-year period lacked customer authorization, Joseph Otting, the U.S. Comptroller of the Currency, testified during congressional hearings this week. [Read Article](#)

Big Banks Are Once Again Taking Risks With Complex Financial Trades, Report Says

NPR All Things Considered - Jim Zarroli

Big banks are skirting the rules on the sale of the complex financial instruments that helped bring about the 2008 financial crisis, by exploiting a loophole in federal banking regulations, a new report says.



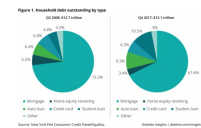
The loophole could leave Wall Street exposed to big losses, potentially requiring taxpayers to once again bail out the biggest banks, warns the report's author, Michael Greenberger, former director of trading and markets at the Commodity Futures Trading Commission.

"We've seen this movie already," he said at a news conference Tuesday. [Read and Hear Podcast](#)

The Return of Consumer Debt: Increasing Interest Rates May Reveal Some Cracks in the System

Deloitte Insights - Dr. Patricia Buckley

The return of consumer debt: Increasing interest rates may reveal some cracks in the system



Consumer debt is popular again. A decade after households paid down (or defaulted on) debt after the Great Recession, borrowing is back-and it's now above the prior peak of 2008. That high level of debt may pose some risks for the economy.

Rising levels of debt is not necessarily a negative development. Rather it could indicate optimism about the future-households are confident enough in their economic situation to commit to purchase today goods and services such as clothing, furniture or restaurant meals that they will pay for in the future as their credit card bills become due. But are they factoring in the possibility that interest rates on those prior purchases are on the way up?

And what will happen to future purchases of autos and education? While the interest rates are fixed for current auto and student loans, new purchases of autos and additional years of education will likely come at a higher cost through higher interest rates. [Read Article](#)

Why Many Americans Aren't Benefiting From Robust US Economy

NPR - Associated Press, Josh Boak

WASHINGTON - "The economy," Federal Reserve Chairman Jerome Powell declared this week, "is doing very well."



And it is. Steady hiring has shrunk unemployment to 3.8 percent - the lowest since the 1960's. Consumers are spending. Taxes are down. Inflation is tame. Factories are busy. Demand for homes is strong. Household wealth is up.

Yet the numbers that collectively sketch a picture of a vibrant economy don't reflect reality for a range of Americans who still feel far from financially secure even nine years into an economic expansion. From drivers paying more for gas and families bearing heavier child care costs to workers still awaiting decent pay raises and couples struggling to afford a home, people throughout the economy are straining to succeed despite the economy's gains. [Read Article](#)

Remote Workers: Vermont Will Pay You to Move There

Area Development - CityLab, Teresa Mathew

Looking for a raise? If you keep your job, you could pocket an extra \$10,000 by moving to Vermont.



A new bill signed into law Wednesday will pay remote workers \$5,000 a year for two years to make the Green Mountain State their home, as long as their employer is based somewhere else.

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If your organization sees training as a cost, not as an investment, maybe you should consider another approach!

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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...

ALL OF THIS FROM ONE

The bill's backers say it's an effort to address a challenge with the state's small, aging population—a 2017 census estimate placed it at just under 630,000, making Vermont less populous than Columbus, Ohio. "We need more people in the state and people participating in the workforce," said Joan Goldstein, the commissioner of Vermont's Department for Economic Development. [Read Article](#)

Online Retailers Can Be Forced to Collect Tax, High Court Rules

IndustryWeek - Bloomberg

The U.S. Supreme Court freed states and local governments to start collecting billions of dollars in new sales taxes from online retailers, overturning a ruling that had made much of the internet a tax-free zone and put traditional retailers at a disadvantage.



News of the ruling caused shares of Internet retailers including Amazon.com Inc. and Wayfair Inc. to fall.

The court's 1992 decision involving catalog sales had shielded retailers from tax-collection duties if they didn't have a physical presence in a state. Writing for the 5-4 court on June 21, Justice Anthony Kennedy said that ruling was obsolete in the e-commerce era. [Read Article](#)

Google's Ban on Crypto Ads Flailed by the Finance Industry

FinancialBuzz - Andrew

Alphabet Inc.'s (NASDAQ: GOOGL), Google decision to ban cryptocurrency advertisements came under massive condemnation by businesses. Investors too joined the chorus. The ban began on the first day of June. It is expected to continue indefinitely. Google, for its part, has not made any mention of when this disbarment will be lifted. The search engine giant announced this move on its part in March.



Own Venture

Analysts believe that Google has taken this decision to block all advertisements related to cryptocurrency as the company itself is taking steps to pursue new frontiers in blockchain technology. The result of these activities was a minor correction in the cryptocurrencies. Philip Nunn, the CEO of Blackmore Group, an investment firm headquartered in the United Kingdom, said that although he comprehends that search engines like Google are under tremendous pressure to self-regulate by the government, they continue to allow the advertising of gambling websites along with a number of unethical business practices. The Blackmore Group manages assets to the value of 70 million pounds. [Read Article](#)

International News

Mexico, Latin America, South America and the Caribbean

Brazil Steps Up Intervention as the Real Crashes Toward Two-Year Low

Bloomberg - Julia Leite and Felipe Saturnino

· Central bank's extra swaps sale wasn't enough to support real

· Real briefly pared losses on Tuesday, closed at 2016 low



The real's depreciation has thrust Brazil's central bank into one of its toughest tests in months after an attempt to placate the market failed to buoy the currency.

The real pared losses briefly Tuesday after policy makers offered to sell an additional \$1.5 billion of swaps contracts, beyond the \$750 million they had been auctioning daily. But the recovery faded by late afternoon, with the currency closing at 3.8094 per dollar, the weakest level in more than two years. It begins trading at 8 a.m. in New York. [Read Article](#)

CARICOM Continues Implementation of a Harmonised Results-Based Management (RBM) System With Visit to The Bahamas

Caricom



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THE DEADLINE for ISO 9001:2015 RECERTIFICATION IS APPROACHING Will you make it?

Re-certification audit planning for the new standard must be performed at least 90 days prior to expiration, in other words by **September 14, 2018**, and the last audit day cannot exceed the deadline or a full, initial audit must be performed.

Along with AS9100D and TS16949, a major new requirement for the "capture of institutional knowledge" and "identifying training gaps and closing them", as well as managing both for change are covered by **Proactive Technologies' PROTECH® system of managed human resource development.**

Train workers to full job mastery, increase worker capacity, work quality and

The Bahamas is this week benefitting from the regional series of sensitization seminars on the CARICOM Results-Based Management ((RBM) System. A team from the CARICOM Secretariat, led by Director Strategic Management Unit, Mr Craig Beresford, is in Nassau conducting the exercise.

The RBM System, which promotes a more results-focused approach to programme and project management, is targeting a wide cross section of stakeholders including parliamentarians, Permanent Secretaries, International Development Partners, Regional Institutions, Directors and Corporate Planners, the Private Sector, Non-Governmental Organisations and the Media.

The Strategic Plan for the Caribbean Community 2015-2019, which was approved by CARICOM Heads of Government in 2014, articulated the need for a more results-focused approach to programme and project management, which would respond to the much lamented implementation deficit. [Read Article](#)

Puerto Rico Bondholders Balk at Deal to Divide Sales Taxes

Bloomberg - Michelle Kaske

Major Puerto Rico bondholders are balking at a tentative agreement that would steer to owners of sales-tax-backed debt a large chunk of the revenue they've been pledged, threatening to prolong a fight over one of the biggest issues in the island's record-setting bankruptcy.

The so-called ad hoc group of general-obligation bondholders told a U.S. court it has objections to the potential deal that court-appointed agents for the commonwealth and the entity that sold Puerto Rico's sales-tax debt, called Cofinas, released last week. The deal triggered a rally in the price of the Cofina bonds, which would be repaid first and receive more than half of the sales-tax receipts that were dedicated to repaying the securities.

That arrangement would give sales-tax investors at least \$3 billion more than what they would have received in a potential agreement that general-obligation bondholders and Cofina investors struck last month, the ad hoc group said in court documents. It would allow senior-lien Cofinas to recover about 125 percent of the face amount of their bonds, according to the group. [Read Article](#)

Winner at last: Who is Mexico's Andrés Manuel López Obrador?

BBC

The left-wing politician and former Mexico City mayor Andrés Manuel López Obrador has promised no less than to carry out a "radical transformation" in his country and "eradicate corruption".

Mr López Obrador, who is popularly known as "Amlo", an acronym using the full initials of his name, has won the presidency at the third attempt - and must now put his promises into action.

The white-haired 64-year-old political veteran led the polls and drew huge crowds during the campaign with his rousing populist speeches. The presidential race was dominated by concerns over corruption and drugs-related violence.

Message of renewal

The president-elect ran under a three-party coalition led by the leftist National Regeneration Movement party (Morena) he founded in 2014. Opponents of Mr López Obrador say his leftist sympathies risk turning Mexico "into Venezuela". [Read Article](#)

Canada, Europe and Great Britain German Scientists Find Antibiotic-Resistant Germs in Lakes, Streams

DeutscheWelle

Researchers in Germany have raised the alarm after discovering bacteria immune to antibiotics in several streams, rivers and lakes. Thousands of people in Germany die each year from diseases caused by these pathogens.

Dangerous pathogens resistant to multiple types of antibiotics were found at 12 locations in the northern German state of Lower Saxony, according



quantity AND increase compliance with ISO/AS/TS and safety at the same time...with the same investment!

Training and training records, alone, are usually a target for auditors. Clients report passing their audit for the training and institutional knowledge requirements are rated as "best practice" level.

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to a report by broadcaster NDR on Tuesday.

Researchers took sediment and water samples from the different sites and sent them to the Dresden University of Technology and the German Center for Infection Research in Giessen for testing.

The NDR-commissioned study detected so-called multidrug-resistant gram-negative bacteria (MDRGN bacteria) at all the locations, as well as strains resistant to crucial reserve antibiotics known as drugs of "last resort."

[Read Article](#)

Brexit Misconceptions - As Seen From Brussels

BBC - Katya Adler

UK Prime Minister Theresa May held crunch meetings with ministers on Thursday amid cabinet disagreements over Brexit



"Wow," gushed a European journalist to me the other day, "normally we look to Italy for political drama and uncertainty but the UK is making a pretty good show of it."

So dizzying and confused is the news coming out of the UK about how the EU-UK relationship could and should work after Brexit, that EU negotiators say they are forced to stand on the sidelines while the British government talks and argues with itself.

"It just can't work," an EU diplomat told me in exasperation this week. "Theresa May has so many nooses dangling around her neck that one of those nooses is sure to hang her."

He was talking about splits in the prime minister's cabinet, the need to keep Northern Ireland's unionist DUP on board, UK business demands, EU red lines and Brexit negotiating time running out. [Read Article](#)

The Brexit Short: How Hedge Funds Used Private Polls to Make Millions

Bloomberg - Cam Simpson, Gavin Finch, and Kit Chellel

At 10 p.m. on June 23, 2016, Sky News projected the words "IN OR OUT" across the top of a London building as an orchestral score ratcheted up the tension. "In or out-it is too late to change your mind," declared Adam Boulton, the veteran anchor, seated in a makeshift studio across from Big Ben. "The polls have closed in the U.K.'s historic referendum on EU membership." Election nights are major productions for British broadcasters, but Brexit was bigger, with Sky viewers watching worldwide.

After the dramatic intro, Boulton jumped straight in with a huge exclusive, declaring he had "breaking news." Nigel Farage, the global face of the Brexit campaign, had given Sky what sounded like a concession. His photo and a statement filled the screen, as Faisal Islam, Sky's political editor, read Farage's words aloud: "It's been an extraordinary referendum campaign, turnout looks to be exceptionally high and [it] looks like Remain will edge it. UKIP and I are going now here and the party will only continue to grow stronger in the future." [Read Article](#)

Asia, India Australia

Chinese Influence in New Zealand Threatens Intelligence-Sharing, Says Canadian Report

Coalition for a Prosperous America-Intelnews -

Joseph Fitsanakis

China's influence in New Zealand is so extensive that it threatens the traditionally close intelligence contacts between New Zealand and its Western allies, according to a report written by the Canadian spy agency.



Since World War II, New Zealand has been a member of what is sometimes referred to as the UK-USA Security Agreement. Known also as the UKUSA Agreement or the Five Eyes alliance, the pact, which was strengthened in 1955, provides a multilateral framework for intelligence cooperation between the United Kingdom, the United States, Canada, Australia, and New Zealand. But a new report produced by Canadian intelligence warns that Chinese political and economic influence in New Zealand is making it difficult for the Pacific Ocean island country to continue to operate within the framework of the agreement. [Read Article](#)

Government of Indian Kashmir Collapses, Federal Rule Likely

DeutscheWelle

India's governing Bharatiya Janata Party (BJP) quit the



ruling coalition in Jammu and Kashmir state on Tuesday, citing a worsening security situation in the disputed Himalayan region.

The BJP, which had allied with the regional People's Democratic Party (PDP) in 2015 to rule India's only Muslim-majority state, urged a federal response to the increasing terrorism and violence in a territory that is also claimed by neighboring Pakistan.

Senior BJP leader Ram Madhav told reporters in New Delhi that the alliance had become "untenable." [Read Article](#)

China and Southeast Asia Vietnamese Protest Amid Fear of Chinese investment in Special Economic Zones

DeutscheWelle

Vietnamese authorities have detained more than 100 people protesting against the government's plans to create new urban economic zones. Many fear that Chinese companies and investors will get the lion's share.

Hundreds of Vietnamese took to the streets in different parts of the country on Sunday to demonstrate against a government proposal to grant companies lengthy land leases.



A draft law would allow foreign investors to lease land in special economic zones for up to 99 years. Although the proposed legislation does not identify any country in particular, many in Vietnam fear that these economic zones could be dominated by Chinese firms.

"The bill is designed to give a strong boost to the development of three special administrative and economic units, including Van Don in Quang Ninh province, Bac Van Phong in Khanh Hoa province and Phu Quoc in Kien Giang province, and room for institutional experiments," the government said. [Read Article](#)

Handbag and Jewelry Haul Puts Malaysia's Former First Lady in Spotlight

Reuters - A. Ananthakshmi, Emily Chow

In early 2015, as Malaysians were protesting over government plans to introduce a consumption tax, the then first lady was complaining about the rising costs of her hairdresser.

Rosmah Mansor lamented in a speech at a public forum on the implementation of the tax that she had to pay 1,200 ringgit (\$300) for one hair-dyeing session, at a time when the minimum wage job in Malaysia paid 900 ringgit a month.

Rosmah's comments angered many Malaysians, who had already noticed her luxury watches and handbags in public appearances with her husband Najib Razak, who was ousted as prime minister in an election on May 9. But with tight controls on the media, there was little open criticism of her lavish lifestyle. [Read Article](#)



Africa, Middle East, Eastern Europe and Russia Bulgaria Torn Between Russia and the West

DeutscheWelle

Bulgarian President Rumen Radev's and Prime Minister Boyko Borissov's recent visits to Russia have fueled speculation that Sofia may be turning its back on the West and aligning with Moscow. Bulgaria, which is a European Union member state, is dependent on Russian gas, and there has even been talk of reviving Bulgaria's Belene nuclear power plant project using Russian technology. Economic ties aside, Bulgaria and Russia also have much in common historically, linguistically and culturally. This longstanding relationship has made Bulgaria reluctant to freeze out Moscow since joining NATO and the EU.



Parts of Bulgaria's political establishment insist the country could act as a mediator between Russia and the West, or at least capitalize on its good ties with Moscow. It's in this context that the name of Bulgaria's World War II-era leader, Czar Boris III, often comes up. In 1942, he allegedly told Nazi Germany's foreign minister, Joachim von Ribbentrop, that "[Bulgaria] will always be on Germany's side and never against Russia." [Read Article](#)

In Iran, Football, Religion and Politics Often Overlap

DeutscheWelle

When Iran's football squad beat Morocco 1-0 in their opening World Cup match, Iranians broke out in ecstatic jubilation. It was the



first time in 20 years that the country had won a World Cup fixture, and needless to say, fans were exuberant. But the country's religious rulers, under the leadership of Ayatollah Ali Khamenei, eyed this excitement with great suspicion.

After dissident protests erupted across the country earlier this year, Iran's religious elite grew wary of large gatherings - even if all Iranians want to do now is meet at restaurants, cinemas and on the streets to watch their national football team. [Read Article](#)

International Trade News

INTERNATIONAL TRADE DATA

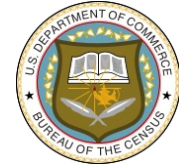
Monthly Wholesale Trade

US Department of Commerce - Bureau of the Census

April 2018 sales of merchant wholesalers were \$493.3 billion, up 0.8 percent (+/- 0.4 percent) from last month.

End-of-month inventories were \$630.2 billion, up 0.1 percent (+/- 0.2 percent)* from last month. April 2018:

+0.1* % change in Inventories; March 2018 (r): +0.2* % change in Inventories. [Read Report](#)



Manufacturing and Trade Inventories and Sales

US Census Bureau

U.S. total business end-of-month inventories for April 2018 were \$1,930.0 billion, up 0.3 percent (+/- 0.1 percent) from last month. U.S. total business sales were \$1,425.9 billion,

up 0.4 percent (+/- 0.1 percent) from last month. April 2018: +0.3 % change in Inventories; March 2018 (r): -0.1* % change in Inventories. [Read Report](#)



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 \$46.2 billion in April, down \$1.0 billion from \$47.2 billion in March, revised. April exports were \$211.2 billion, \$0.6 billion more than March exports. April imports were \$257.4 billion, \$0.4 billion less than March imports. [Read Report](#)



U.S. International Transactions

US Department of Commerce - Bureau of Economic Analysis

The U.S. current-account deficit increased to \$124.1

billion (preliminary) in the first quarter of 2018 from \$116.1 billion (revised) in the fourth quarter of 2017, according to statistics released by the Bureau of Economic Analysis (BEA). The deficit was 2.5 percent of current-dollar gross domestic product (GDP) in the first quarter, up from 2.4 percent in the fourth quarter. [Read Report](#)



Canada Hits US with Billions in Retaliatory Tariffs in Steel Row

IndustryWeek - Agence France-Presse

Canada hit back at steep U.S. tariffs on aluminum and steel on May 31, announcing retaliatory duties on up to Can\$16.6 billion (US\$12.8 billion) in American imports.



Prime Minister Justin Trudeau told a news conference the U.S. tariffs were "totally unacceptable."

"These tariffs are an affront to the long-standing security partnership between Canada and the United States, and in particular, an affront to the thousands of Canadians who have fought and died alongside their American brothers in arms," he said, noting the U.S. national security justification for its measures. [Read Article](#)

As Trump Tariffs Bite, Firms Dangle Cash Prizes in Lobbying Push

IndustryWeek - Bloomberg

The Commerce Department has been flooded with almost 19,000 requests so far to have products excluded from Trump's steel and aluminum tariffs. Companies are resorting to unconventional means to persuade the administration that the duties will hurt U.S. production and jobs.



Some U.S. companies anxious for exclusions from Donald Trump's tariffs

are turning to creative ways to get the president's attention.

One Texas steel pipe maker is promising that it will invest millions and hire new workers in return for a temporary break on tariffs. It's also offering its employees cash prizes for writing the best postcards to Trump advocating for their case.

Other companies are encouraging workers and customers to join letter-writing campaigns and are teaming up with lawmakers to lobby on their behalf. [Read Article](#)

Keep America's Trade Laws Strong

IndustryWeek - Scott Paul



An open letter to members of Congress

On behalf of the Alliance for American Manufacturing

(AAM), a partnership between the United Steelworkers (USW) and leading U.S. manufacturing companies, I am writing to express our strong opposition to any legislative actions to undermine America's trade enforcement tools, including the Section 232 (national security) and Section 301 (intellectual property) statutes.

The primary reason we are confronted today with difficult trade decisions is that the international trading system has refused to take the concerns and issues of the United States seriously. Industrial overcapacity, World Trade Organization overreach, non-market economy strategies, state-owned enterprises, theft of intellectual property and currency manipulation are all issues that have been repeatedly raised by our domestic producers and their workers. The failure of global institutions like the WTO, Organization for Economic Cooperation and Development, and Global Forum on Steel Overcapacity to effectively deal with these issues built the framework for our present circumstances. [Read Article](#)

Record Oil Exports Help Cut U.S. Trade Gap

4-Traders - Josh Mitchell and Christopher M. Matthews



The U.S. exported a record amount of oil and fuel in April, helping to narrow the nation's trade gap while giving the economy a lift.

The country shipped \$19.9 billion in petroleum -- a category that includes crude oil, liquefied gases and fuels such as gasoline -- to other countries in April, the Commerce Department said Wednesday. That set a record after adjusting for inflation and seasonal factors. The U.S. is exporting four times as much petroleum each month as it did a decade ago.

The U.S. trade deficit in goods and services -- after surging in 2017 and early 2018 -- fell 2.1% in April, the second straight month of contraction. The declines reflected both rising exports and falling imports.

The country still runs a big trade deficit, which stood at \$46.2 billion in April and has been expanding over time. In the first four months of the year, the gap increased 11.5% compared with the same period a year earlier. [Read Article](#)

How Retaliatory Tariffs Could Impact the United States: Global Response to the New Steel and Aluminum Tariffs

ThomasNet - Kristin Manganello



Considering that the United States imports more than it exports, it's no surprise that President Donald Trump wants to close the gap and renegotiate the country's trade deals. The United States' 2017 trade deficit with China, for example, was \$375 billion. By narrowing the trade deficit, America could become much more prosperous - in a long-term, sustainable way.

Of Tweets and Tariffs

The steel and aluminum industries have recently become a focal point of President Trump's economic strategy. On March 1, 2018, he tweeted, "Our Steel and Aluminum industries (and many others) have been decimated by decades of unfair trade and bad policy with countries from around the world. We must not let our country, companies and workers be taken advantage of any longer. We want free, fair and SMART TRADE!" [Read Article](#)

Aid for Trade in Asia and the Pacific

InterAmerican Development Bank

The role of Aid for Trade (AfT) in promoting the growth and tradability of services stays important, given that it is a major catalyst for inclusive economic and structural transformation. This report highlights emerging

trends in AfT in the context of evolving trade performance in Asia and the Pacific. In particular, the impact of AfT on trade in services, thereby helping increase economic and job opportunities for women, and the rise of e-commerce. The report ends by considering policy implications of the experiences of geographically challenged and smaller economies of the region along the dimensions of trade costs, AfT, trade in services, and the role of the digital economy. [Read Paper](#)

European International Agreements in Progress: Economic Partnership Agreement with the East African Community

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 Briefing Paper](#)

A Roadmap for a Better Integration in Latin America and the Caribbean

InterAmerican Development Bank

According to Connecting the Dots: A Road Map for a Better Integration of Latin America and the Caribbean, Latin America and the Caribbean could add an additional \$11 billion in annual trade flows by blending 33 separate agreements into a single regional free trade bloc. This report, created by the Integration and Trade Sector at the Inter-American Development Bank (IDB), charts a course for the region to attain the elusive goal of regional integration, noting that Argentina, Mexico, and Brazil would be the key players in any meaningful integration effort. [Read Report](#)



This Ohio Factory Thought it Could Bring U.S. Jobs Back From China. Then Trump Got Involved.

Area Development - Washington Post, David J. Lynch

CLEVELAND - Bill Adler was invited last year to bid on a contract to make commercial sausage stuffers for a company that wanted to replace its Chinese supplier. The customer had just one nonnegotiable demand: Match China's price.

Adler, owner of metal-parts maker Stripmatic Products, thought he could. But even as he readied his proposal, talk of President Trump's steel tariffs sent the price of Stripmatic's main raw material soaring.

In April, with prices up nearly 50 percent from October and the first wave of tariffs in place, Adler's bid failed. His costs were too high.

Today, instead of taking business from China, Adler worries about hanging onto the work he has. He hopes that the president's tariffs are just a negotiating tactic. [Read Article](#)

As First US Plant Opens Volvo Concerned About Future of Global Trade

IndustryWeek - Bloomberg

"With all the nervousness we have now in the business, we are very glad that we are here with a local factory," CEO Officer Hakan Samuelsson. "Without that, we would be even more worried about the future."



When Volvo Car Group broke ground on its first U.S. assembly plant in 2015, it was a proud proof point for the Swedish automaker's rebound and global expansion, not a chess move in anticipation of a possible trade war.

Now that the factory is about to begin production, it's poised to serve as a small hedge against tariffs at a time when trade barriers are being erected or built higher almost daily. [Read Article](#)

Trump Tariff Threat on European Cars Escalates Global Trade War

IndustryWeek - Bloomberg

President Donald Trump threatened a 20% tariff on cars imported from the European Union unless the bloc removes import duties and other barriers to U.S. goods, escalating a global trade war the EU warned could endanger \$300 billion in commerce.



"Based on the Tariffs and Trade Barriers long placed on the U.S. and it

great companies and workers by the European Union, if these Tariffs and Barriers are not soon broken down and removed, we will be placing a 20% Tariff on all of their cars coming into the U.S. Build them here!" Trump said in a tweet on June 22..

The EU planned to retaliate, according to a European Commission memo obtained by Bloomberg. "An introduction of U.S. tariffs would be met with equivalent penalties imposed by affected trading partners," it said. [Read Article](#)

Trump Urges Harley-Davidson Not To Shift More Production Overseas

NPR All Things Considered - Jim Zarroli

President Trump is unhappy with Harley-Davidson's plans to move production of motorcycles it sells in Europe overseas, in response to growing trade friction between the United States and Europe.



In a tweet sent out Monday afternoon, Trump said he was surprised that Harley-Davidson "of all companies, would be the first to wave the White Flag. I fought hard for them...."

European officials last week imposed stiff tariffs on a wide range of U.S.-made goods sold within the European Union. The move came in response to Trump's recent decision to slap tariffs on European imports.

In a Securities and Exchange Commission filing Monday, Harley-Davidson said the tariffs imposed by the EU "would have an immediate and lasting detrimental impact to its business in the region." [Read Article and Hear Podcast](#)

Education and Workforce Development News

Blunt on Certain Funding Requests

Community College Daily News - Staff

Much like last year, don't expect Senate appropriators to go along with everything in the Trump administration's funding request for education.



That's what Sen. Roy Blunt (R-Missouri), chair of the Senate education appropriations subcommittee, told Education Secretary Betsy DeVos during a hearing before the panel Tuesday on the department's fiscal year (FY) 2019 request.

Both Blunt and ranking member Sen. Patty Murray (D-Washington) noted that the administration's request for next year is similar to the one the administration pitched for FY2018 - which the subcommittee rejected. Blunt said the panel won't pass a bill that would eliminate large formula grant programs supporting after-school programs and teacher professional development. He also noted his support for the TRIO program, which the administration wants to consolidate with Title III and Title V programs supporting minority-serving institutions into state formula grants. [Read Article](#)

Healing a Divided Economy

Community College Daily News - Heather Boerner

Every morning, Mary Brumbach, chief strategy officer at Dallas County Community College District (DCCCD), comes face to face with the region's economic paradox. On the horizon, construction cranes are silhouetted against the light, evidence of Dallas' status booming economy.



But on either side of Ross Avenue - a rapidly gentrifying street previously peppered with mom-and-pop shops - she sees the tired faces of people whom she knows work up to five minimum wage jobs just to keep food on the table. Today, 60 percent of county residents live below the poverty level.

Taking in the big picture, she says she thinks, "If we're not careful, if we don't get it right, we could be a third-world country in Dallas." [Read Article](#)

The U.S. Department of Education and the Workforce?

Community College Daily News

The Trump administration is proposing to merge the federal departments of Labor and Education, a move that would require congressional approval.



President Donald Trump on Thursday announced the plan, which the Office

of Management and Budget has worked on over the past year after it was directed to develop a comprehensive plan to reorganize the executive branch, focusing on ways to merge overlapping, duplicative offices and programs and eliminate those the administration saw as unnecessary. [Read Article](#)

Training and Organizational Development News

Is Your Change Plan Failing? Time for a Revolution

IndustryWeek - Alec Pendleton

How's your Change Initiative going? Are you having fun yet? I'm guessing you answered, "No!"



Why? Because bringing major change to any organization is a tough assignment. Entrenched people and ideas and habits favor the status quo, and even when that status quo is no longer working, the response of the organization is typically to just give the problem more time. "This too shall pass," everyone says. "We've been through rough times before, and this is no different. What worked then will work now."

But sometimes it is different. Sometimes the organization has quietly aged in place while the world around it has changed to the point that what worked before will not work now. Sometimes what's needed is a revolution. [Read Article](#)

Technology Will Redefine Not Reduce Manufacturing Jobs

Material Handling & Logistics - Staff

Things aren't as dire as they appear. Human beings will still find employment even as automation-enabling technologies - e.g., robotics, machine learning, and artificial intelligence (AI) make inroads in the manufacturing sector.



"Most products are still assembled by human hands, monitored by localized systems, and inspected manually," said Ryan Martin, principal analyst at ABI Research, discussing his company's study, "Smart Workforces: Transformative Technologies for New Employment Paradigms."

"Digitizing these processes amplifies the value-and payback profile-of balancing IT and OT asset availability with existing operational improvement projects," Martin added.

What will change is the nature and scope of the jobs. [Read Article](#)

The Perfect Storm for the Manufacturing Workforce

New Equipment Digest - Stephen Gold

If the manufacturing sector hopes to sustain its growth in the coming decade, it must come together to address three critical workforce challenges



Just as American manufacturing seems to be hitting its stride, the sector now faces the perfect storm when it comes to finding and developing the workforce of the future: [Read Article](#)

Quality News

Why Your Workforce Won't Participate in Making Improvements or Problem-Solving

IndustryWeek - Larry Fast

Question: I'm having difficulty getting my plant floor workers to offer up ideas for improvement or take an active part in problem-solving. It seems to be a shyness thing, rather than lack of interest or lack of ideas. Do you have any thoughts about how to combat this?

Answer: It's been my experience that shyness is seldom the root cause for lack of hourly employee engagement. Sure, there are some who are very introverted at first, but who very often have great ideas once they get comfortable with their peer group. More prevalent, however, are background stories that have negatively impacted the shop-floor culture. Here are a few examples of what may be affecting their behavior: [Read Article](#)

Single Part or Multiple Part Operations: What's Best for Your Company?

IndustryWeek - Tom Voss, Senior Consultant, Daniel Penn Associates



The lean approach is all about making parts flow to meet takt time, or customer demand requirements.

Manufacturing managers concerned about their operation's performance and overall equipment effectiveness often ask us how their machine and fixturing investments should affect the number of parts that are loaded onto each machine's work table. For example, if they observe that an operator only has one or two pieces loaded onto a pallet, they may (incorrectly) perceive that both productivity and OEE are suffering.

The optimal manufacturing setup for each product line - in other words, what drives the case for single part operations versus multiple part, or gang operations - depends on many factors. In isolation, the strict application of operation cycle time won't get you there. You may finish a part on one machine 30 seconds sooner, but if it sits 30 seconds longer in queue before the next operation, there's no benefit. You may create local efficiencies on one or two machines, but if you're not looking at systemic delays across the entire process, those spot time reductions will disappear. [Read Article](#)

Cyber Security and IT News

(Cyber)Securing Manufacturing's Future

IndustryWeek - Gary Williams



As the Internet of Things (IoT) continues to take hold and transform the global industrial manufacturing and critical infrastructure industries, the threat of increasingly aggressive, innovative and dangerous cyber-attacks has become progressively concerning. And with good reason. Taking advantage of all the financial benefits the IoT implies requires manufacturers to unify their operations and business processes in some way. That means bringing closer together the IT functions that have historically controlled the business with the operational technology (OT) functions that have historically controlled the manufacturing process.

A common approach to enabling an industrial IoT environment is the application of sensors across the plant. These sensors, while able to provide astounding amounts of valuable business and operating data, are also gateways into the systems that control our most critical, volatile processes and infrastructure. Never before has cybersecurity been more critical. [Read Article](#)

Aerospace, Defense Companies Jumping on Blockchain Train

Material Handling & Logistics - Staff



The potential benefits of blockchain technology appeal to the aerospace/defense sector with 86% of them expect to integrate blockchain into their corporate systems within three years, according to a new research report, "Launchpad to Relevance:

Aerospace & Defense Technology Vision 2018," from Accenture. The sector views blockchain's secure, immutable and decentralized features as a way to help reduce maintenance costs, increase aircraft availability, and minimize errors in tracking aircraft parts. [Read Article](#)

Human Resource Management News

Number of ICE Immigration Investigations Double

Material Handling & Logistics - David Sparkman



Making good on President Trump's key campaign promise, the U.S. Immigration and Customs Enforcement (ICE) has literally redoubled its efforts to crack down on illegal immigration.

The agency announced earlier this month that its enforcement investigations in the last seven months have already doubled last year's total-and it looks like more will come this summer.

From Oct. 1, 2017, through May 4, 2018, ICE's Homeland Security Investigations (HSI) unit opened 3,510 worksite investigations; initiated 2,282 I-9 audits; and made 594 criminal and 610 administrative worksite-related arrests, respectively. The I-9 audits target employers' recordkeeping and adherence to paperwork rules. [Read Article](#)

The Heavy Toll of Opioids on America's Labor Force

U.S. News & World Report - Christopher J. Swift

THE OPIOID CRISIS IS real, growing and heartbreaking. A third of Americans have been prescribed opioid painkillers, and opioids are so addictive that research suggests 1 in 5 who start a 10-day supply become longer-term users. As a leading writer of workers' compensation and group disability insurance in America, we at The Hartford see the human impact of this tragedy - on victims, their families, colleagues and communities - all too often.



But the opioid crisis also has a telling impact in two areas the headlines seldom mention: the workplace and the workforce. Not only is it devastating American families and communities, it's degrading our workforce, with the labor force participation rate down 4 percentage points since 2000 despite an ever-rising population. Work published by the National Bureau of Economic Research confirms that a key reason for this decline in labor is due to opioids. [Read Article](#)

Are Companies Driving Employees Away with Outdated Attitudes?

IndustryWeek - Staff

Many companies are undermining their own employee experience with antiquated attitudes about time off, productivity, and workload, according to a new study, "Engaging Opportunity: Working Your Way," released on June 11 by The Workforce Institute at Kronos Incorporate.



This outdated attitudes are making it very hard for employees to negotiate basic work-life demands, and could "potentially leading to a global employee burnout crisis," the report said.

"In many respects, the traditional 9:00 a.m. to 5:00 p.m. working day is disappearing," said Simon Porter, vice president, digital HR services, NGA HR and also a member of the Workforce Institute board. "Organizations that build a culture of trust - especially those that empower employees to work at the times or locations they find most beneficial - will benefit from stronger employee engagement, higher productivity, and improved retention," Porter added. [Read Article](#)

Environmental, Health & Safety News

OSHA Outlines Enforcement of Silica Rule

EHSToday - Staff

OSHA has released a memorandum outlining the provisions of its respirable crystalline silica in general industry and maritime standard.



The standard's provisions, which will be enforceable beginning June 23, establish a new 8-hour time-weighted average permissible exposure limit, action level and associated ancillary requirements.

The agency will offer compliance assistance during the first 40 days of enforcement and will continue to issue interim enforcement guidance until a compliance directive on the new standards is finalized. [Read Article](#)

Fear of Automation Could be Affecting Workers Health

New Equipment Digest - Ball State University

The fear that a robot or computer could put workers in the unemployment line may be directly linked to some physical and mental health issues, says three Ball State University researchers and a Villanova University professor.



"County-level job automation risk and health: Evidence from the United States," published in the journal *Social Science and Medicine*, found that exposure to automation risk may be negatively associated with health outcomes, plausibly through perceptions of poorer job security.

The research was conducted by Srikant Devaraj, a research assistant professor with Ball State's Center for Business and Economic Research (CBER); Michael Hicks, CBER director; Emily J. Wornell, a research assistant professor with Ball State's Indiana Communities Institute; and Pankaj C. Patel with Villanova University.

"While estimates of potential job losses due to automation vary for our nation- with one as high as 47 percent-most people agree that the risk of automation is significant and growing," said Hicks, who found in 2015 that job losses in the nation's manufacturing sectors due to automation were as

high as 88 percent in recent years. "People who live and work in areas where automation is taking place are sickened by the thought of losing their jobs and having no way of providing for themselves or their families." [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. You need no additional staff and structured on-the-job training **does not interrupt your work schedule** like unstructured, haphazard and ad hoc training does.

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