



Proactive Technologies News

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

HAPPY HOLIDAYS!

Best Wishes for a Safe and Prosperous New Year



Is It Possible To Improve Worker Performance Without Documented Task Mastery?

by Dean Grigelmeier, President of Proactive Technologies, Inc.



W. Edwards Deming said, "We are being ruined by the best efforts of people who are doing the wrong thing." The inefficiencies, discrepancies, affects on morale and potential for adverse incidents would seem to make preventing this a priority. To make improvements given this condition seems to be, at most times, futile.

Often we are lulled into believing this phenomena doesn't exist when products get produced and shipped, and services are provided. That is where the metrics are pointed - output. But how much is known about the effort, sometime struggle, to get there? Was the effort efficient, accurate and consistent? If we do not have definitive answers to these questions, how to improve performance will likely be as illusive and resources used in the attempt a waste.

"To assume a new worker with no background in the tasks or skills a job requires can acquire them by osmosis is decision that will come back to haunt one day."

For many organizations, the only way to know the road was bumpy is through negative events; product scrap or rework, lost customers, operator injury or an outcome requiring legal intervention. Perhaps the oversight has been lacking due to a lean or "green" supervisory staff, or a lack of budget for the extra hours or equipment needed to monitor the process, or processes are unsettled and changing rapidly without those individuals performing them being immediately notified.

For any reason, relying on a negative event to prompt scrutiny can be very costly - much more than the investment needed to prevent this. Worse yet, an investigation too narrowly focused that result in remedies that overlook the obvious reasons for the discrepancy may inject new uncontrolled variables. Many remedies become more disciplinary (e.g. reprimanding or firing the person(s) thought responsible, a complete audit involving all departments and staff, reassigning the process to another department, or delegating the process to one person who knows how to get around the systemic errors and barriers to produce the output expected...until that one person moves to another job or company and that "wisdom" is lost).

To determine to what degree this is an issue with your operation, you need

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™

Develop all the expert workers you need in a fraction of the time, with a fraction of the investment!

Increased worker capacity, work quality and quantity, and worker compliance (ISO9001:2015, AS9100D, TS16949, engineering and quality specifications, and safety requirements).

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 web site's [News and Publications](#) page or click [Proactive Technologies Report December 2018 Issue](#). While at our web site, check out past newsletters, articles and more.

Helping employers to unlock worker value since 1986!



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It's easy. Just click on the link. Make sure you continue to receive news that matters to you and your industry, from around the world.

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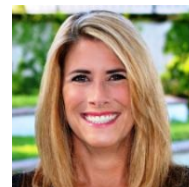
Free - Live Online Presentation Schedule

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**

only: [Read More](#)

"Realistic Job Previews" Can Be a Useful Tool for Measuring a Prospective Employee's Transferable Task-based Skills

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



The hiring process can be difficult for both the employer and the prospective employee. A wrong decision can cost each party a lot of time, money and opportunity. An unwanted outcome based on the employer not providing an accurate picture of the job, work environment and work expected to be performed can be avoided with a "Realistic Job Preview." ("RJP").

[Wikipedia](#) points out that "Empirical research suggests a fairly small effect size, even for properly designed RJPs (d = .12), with estimates that they can improve job survival rates ranging from 3-10%. For large organizations in retail or transportation that do mass hiring and experience new hire turnover above 200% in a large population, a 3-10% difference can translate to significant monetary savings. Some experts (e.g., Roth; Martin, 1996) estimate that RJPs screen out between 15% and 36% of applicants.

When RJPs are less effective, "According to researchers there are four issues that challenge RJP:

1. Recruiters do not share RJPs during interviews. (Rynes, 1991)
2. The nature of "realistic" information shared (in lab research or in the field) is unclear (Breaugh & Billings, 1988)
3. Not asking the right questions.
4. Applicants consistently report desiring more specific, job-relevant information than they commonly receive (Barber & Roehling, 1993; Maurer, Howe, & Lee, 1992)

In addition to this there is a chance for realistic job preview to become more effective in order to eliminate turnovers. The presentation format and timing of the RJP can be improved whether the real information is provided early on or later in the recruitment factor. Consequently, more specific topic should be addressed and information sources used (e.g. job incumbent versus human resource staff person)." [Read More](#)

Proactive Technologies Discount Program Ends, But... "Low-Risk" Pilot Approach Option Remains in Effect

by Proactive Technologies, Inc. Staff

The Proactive Technologies, Inc.'s Fall Discount Offer expired November 30th. However, discounts are still offered for "economies of scale" (the larger the project, the larger the savings due to coordinated travel, production costs and labor). PLUS, Proactive Technologies has continued the "low-risk" project pilot approach offer for those employers who need to make the case to management before rolling out a larger project.

This [accelerated transfer of expertise™](#) approach is a tremendous offer without the discount. This approach can **help any employer quickly and completely train the skilled workers they need AND realize an increase in worker capacity, work quantity/quality and compliance (ISO9001:2015/ TS16949/AS9100D), engineering specifications and safety) while reducing the internal costs of training. New-hires and incumbent workers are driven to **full job mastery** and higher levels of return on worker investment (ROWI). The task-based, structured on-the-job training infrastructure is perfect for apprenticeships (registered or not); instead of marking the calendar for "time-in-job," job-relevant tasks are mastered and documented. **AND, unlike classroom or online training, the cost per trainee decreases with each added trainee once set up.****

This approach makes a worker's mastery of the job the focus, incorporating the company's existing systems, documents and standards by building structure around the loosely arranged worker development activities already in place - structuring the unstructured worker training to make it work effectively and efficiently.

Proactive Technologies offers **two ways** to help prospective clients be absolutely certain that this strategic approach to worker development is right

required.

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

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

FOR FORMER EMPLOYER CLIENTS:
[PTI1001 - 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.

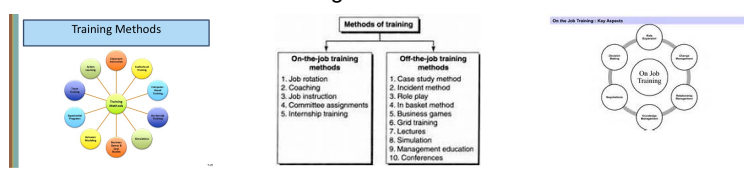
UPCOMING EVENTS

for them. **First**, Proactive Technologies is offering a free, no obligation, up-to-three-hours session offsite by videoconference, or onsite (by appointment), to develop a Job Hierarchy (detailed task listing) of the prospective client's targeted job classification. This involves the prospective client's designated incumbent "subject matter expert" and will illustrate for the prospective management the direction and detail of this approach's methodology. It will, also, reveal whether the subject matter expert's coworkers have mastered all of the tasks required of the job for which they were hired. [Read More](#)

Confusion Over What Constitutes "Training" is Stumbling Block to Effective Worker Development Strategies

by Dean Prigelmeier, President of Proactive Technologies, Inc.

For the anyone searching for information to help them choose a worker development strategy, a web search of "[on-the-job training methods](#)" might produce thirty or forty informative, but confusing, charts. The search result is a mixture of domains, methods, philosophies - one seemingly in conflict with the other. A non-practitioner of workforce development strategies can gather from this search result alone why there is a perpetual state of confusion between even "experts," marked by [decades of employer and trainee disappointment](#) in the lack of recognizable strategies and outcomes, which are often devoid of meaningful results.



Over the years, approaches and methods have evolved out of their ineffectiveness, many diverging from the basic principals of workforce development. Markets for products to address these approaches grew and well-funded marketing began to find unaware customers. The notion of "training" morphed into branded versions of "learning," selected not so much on their basis in logic, but more on the lack of "smart" choices and how well the marketing effort worked.

"A great first step is to clearly differentiate between "learning" and "training." The strategies, methods of delivery and outcomes for each are very different. Without such clarity, one might mistakenly invest heavily in a strategy to accomplish worker development objectives that, instead, uses up vital resources and scare opportunity, and sours the organization's attitude toward training for years to come."

The acceleration started around 40 years ago. Prior to that, job classifications did not change much and were relatively simple in structure. Then panic set in over the approaching "skills gaps," as computers were introduced into every aspect of our lives. Fear of baby boomers nearing retirement, taking their technical expertise with them, added to the challenge. Solutions started to appear out of academia, based on the world they knew and not as much on the world they were trying to improve, as they would have liked to think.

Did these methods address the workforce development challenges of their time? In 2018, employers are still concerned with the "skills gap" phenomenon. [Read More](#)

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

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

Does your organization struggle with high turnover rates

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

December, 2018

Colorado (Eastern Slope)

Indiana

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

leading to lower organizational capacity, work quality and quantity and compliance? Is your organization faced with these increasing costs while seeing a decreasing training budget?



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

Proactive Technologies, Inc. [always offers a low-to-no risk pilot program approach](#). We work with the client to design a project to fit their budget and meet their business needs.

Plan to attend one of our scheduled *live* online presentations (see schedule on left) or tell us a date and time that fits your schedule, which we can follow-up with an onsite presentation. Or skip the online presentation and schedule an onsite briefing.



- Designed to your job classification, your operation and incorporates your firm's specifications, process, standards and policies;
- End your worries and costs over finding qualified candidates and closing the "skills gap;"
- Drive every worker to full job mastery while they simply learn their job;
- Cut your employee turnover costs;
- Capture worker expertise before it leaves and use it to quickly and thoroughly train replacements;

WE RESEARCH AVAILABLE GRANT FUNDS AND HELP THE CLIENT APPLY. GRANTS MAY COVER MOST OR ALL OF THE INVESTMENT TO SET-UP AND IMPLEMENT THE TRAINING SYSTEM!!

Low investment, no risk, high returns - everything to gain!

Is an hour of your time worth it to see if this approach to worker training is the one you always wished you had?

[Contact a Proactive Technologies, Inc. representative](#) today!



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Industry News

DOMESTIC ECONOMIC DATA

Gross Domestic Product, Q3 2018; Corporate Profits, Q3, 2018 (preliminary est.)

US Department of Commerce - Bureau of Economic Analysis

Real gross domestic product (GDP) increased 3.5 percent in the third quarter of 2018, according to the "second" estimate released by the Bureau of Economic Analysis. The growth rate was unrevised from the "advance" estimate released in October. In the second quarter, real GDP increased 4.2 percent.

Corporate profits increased 3.4 percent at a quarterly rate in the third quarter of 2018 after increasing 3.0 percent in the second. [Read Report](#)

Personal Income and Outlays

US Department of Commerce - Bureau of Economic Analysis





- **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 an extension to your training department**, with our technical implementation support - **included with every project!**

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

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Personal income increased 0.5 percent in October after increasing 0.2 percent in September. Wages and salaries, the largest component of personal income, increased 0.3 percent in October, the same increase as in September. [Read Report](#)

Report on Manufacturers' Shipments, Inventories, and Orders

US Census Bureau

New orders for manufactured goods in September increased \$3.4 billion or 0.7 percent to \$515.3 billion. September 2018: +0.7% change; August 2018 (r): +2.6% change. [Read Report](#)

Advance Report on Manufacturers' Shipments, Inventories, and Orders

US Census Bureau

New orders for manufactured durable goods in October decreased \$11.5 billion or 4.4 percent to \$248.5 billion.

October 2018: -4.4% change; September 2018 (r): -0.1% change. [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](#)



Hurricanes Florence and Michael Ravage Florida, Georgia, North Carolina, South Carolina and Virginia; California Ravaged By Fires

Proactive Technologies Report Staff

It seems that when natural disasters strike, those that can least afford to lose, lose the most - in some cases everything. Hurricane Florence and Michael devastated the lives and livelihoods of so many of our neighbors across the southeast United States. In some areas, flooding continues, and they will need help during the coming months and years.



California has seen an never-ending fire season, bringing death and destruction to its residents on an unwelcomed regular basis.

If you want to help but don't know how to reach organizations who are there right now lending a hand, here are a few links to some who can help make sure your donation, whatever you are able to contribute, reach those who need it the most.

[American Red Cross](#)

[The Salvation Army](#)

[North Carolina Disaster Relief Fund](#)

[OneSC Fund](#)

[VA Disaster Relief Fund](#)

[World Central Kitchen](#)

Remember, the flood waters will recede and fires may burn out, but it will take many months, perhaps years, for those affected to find some sense of normal life. If you are able, please help in any way you can.

Skills Gap Could Cost US Economy \$2.5 Trillion Over Next Decade

IndustryWeek - Adrienne Selko

Last week Deloitte's report, 2018 Skills Gap Study, showed that 2.4 million jobs will likely go unfilled over the next decade.

To put that in terms of the monetary effect on the U.S. economy, the study showed that it could jeopardize \$454 billion of economic output in 2028 or more than \$2.5 trillion over the next decade.



Already, manufacturing executives are feeling the impact of the talent shortage and anticipate this skills gap will get up to three times worse over the next three years, largely due to the time required to fill skilled positions:

*Manufacturers say it takes upwards of three months to fill openings for engineers, researchers, and scientists, and;

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- Proactive Technologies Credentialing Partner
- Online and Onsite Instruction

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*More than two months to fill positions for skilled production workers;

*In turn, these vacant positions impact several business areas, notably productivity (51%), growth (47%), customer service (42%) and innovation (43%). [Read Article](#)

Why Automation Needs Apprenticeships

IndustryWeek - Michael Collins

American companies rushed to invest in automation, but not the training needed to operate, maintain, troubleshoot and repair the equipment.



U.S. corporations have invested heavily in automating their manufacturing plants to reduce labor. They buy robots, palletizers, conveyors and a wide range of packaging machines to automate their production lines. Data from the Robotics Institute shows that U.S. companies purchased 22,708 robots in 2017, a total value of \$1.31 billion. The Packaging Machinery Manufacturers Institute (PMMI) shows that purchases of packaging machinery were valued at \$7 billion in 2017.

This big investment in automation is projected to go on many years. The McKinsey Institute predicts that by 2030, 39 to 73 million jobs that exist today - one-third of the US workforce - will be automated. [Read Article](#)

GE Says Justice Department, SEC Are Probing Power-Unit Charge

IndustryWeek - Bloomberg

The Justice Department is also examining the writedown from goodwill impairment.



General Electric Co. said the Securities and Exchange Commission is expanding its probe of the company's accounting to look at a \$22 billion charge in the company's power unit.

The Justice Department is also examining the writedown from goodwill impairment, GE Chief Financial Officer Jamie Miller said Tuesday on a conference call. The company confirmed the charge in its earnings report, four weeks after flagging the issue to investors.

The expanded probe adds to the pressure on GE, which is contending with one of the deepest slumps in its 126-year history amid cash-flow shortfalls and declining demand for its gas turbines. The company had previously said the SEC was looking at accounting in the power division and an old insurance portfolio. [Read Article](#)

As Infrastructure Crumbles, So Does US Manufacturing

IndustryWeek - Michael Collins

Rebuilding our bridges, roads and waterways is perhaps the best economic investment we can make.



America is essentially in an infrastructure collapse that is having dire effects on manufacturing. Crumbling water systems that are unreliable can shut down production lines. Congested highways mean late deliveries, production loss, increased fuel and wage costs and excessive wear on assets. Port congestion, lock delays and the penalty associated with not having infrastructure in place to handle larger ships make American products more expensive.

Before I address the benefits of an infrastructure upgrade, let's take a look at the state of our aging infrastructure: [Read Article](#)

Apple Watch Supplier Under Fire Over China Student Labor

IndustryWeek - Agence France-Presse

Apple is investigating a factory in southwest China after a labor rights group said the tech giant's supplier forced student workers to work "like robots" to assemble its popular Apple Watch.



The report raises fresh questions about the practices of suppliers Apple uses to build its gadgets in the country following the deaths of a number of workers in 2010 apparently linked to tough working conditions. [Read Article](#)

3 Considerations for Replacing Motors

New Equipment Digest

When purchasing an electric motor, there's more to consider than just its speed, power, voltage, and torque. In fact, before delving into the technicalities of a brand-new motor, manufacturers



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- We Offer Training Courses Based on Practical Experience such as S7 Basic Training, Profinet, Profisafe
- SAR Offers Other Specialty Courses for Manufacturing



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MEMORABLE QUOTES

"Eighty-five percent of the reasons for failure are deficiencies in the systems and process rather than the employee. The role of management is to change the process rather than badgering individuals to do better."

[W. Edwards Deming](#)

American engineer, statistician, professor, author, lecturer, and management consultant

"When a man becomes a conformist, he is sacrificing the richness of independent thinking."

[Ralph Waldo Emerson](#)

American essayist, lecturer, philosopher, and poet who led the transcendentalist movement of the mid-19th century

"Americans are apt to be unduly interested in discovering what average opinion believes average opinion to be."

[John Maynard Keynes](#)

British economist whose ideas fundamentally changed the theory and practice of macroeconomics and the economic policies of governments

Recent Proactive Technologies News Article Quicklinks

November

should consider whether they really need an upgraded model at all.

Choosing to Repair or Replace

So, your motor has broken down. Before reaching for a catalog with the intent of swapping the existing motor for a shiny new replacement, you should first consider whether there's still life in the equipment. It could save you more than a few cents. [Read Article](#)

Rolls-Royce Says It's 'Far Short' of Engines for Airbus Jet

IndustryWeek - Bloomberg

Rolls memo: 'We have caused Airbus a significant problem.'



Rolls-Royce Holdings Plc is running into production hurdles on the engine for Airbus SE's new A330neo jet, just as the European planemaker rushes to meet delivery targets this year.

Only 10 Rolls-Royce Trent 7000 engines will have been delivered by the end of October, the London-based manufacturer said in a letter to employees describing "technical and operational challenges." The output is "far short" of the 30 engines promised to Airbus so it can hand over 15 of the wide-body planes to airlines by year-end, according to the memo. [Read Article](#)

Cellphone Radiation Linked to Brain Cancer, Study Says

The Atlanta Journal-Constitution - Najja Parker

While cellphones make communication easier and more convenient, the radiation from the devices can be dangerous, according to a new report. Researchers from the National Toxicology Program recently conducted a study, which originated under the Clinton administration, to explore the link between cellphones and brain cancer.

To do so, they examined 30,000 rats and mice that were exposed to radiation nine hours a day for two years. The exposures began before birth and continued until they were about 2 years old.

After analyzing the results, they found that 2 to 3 percent of the male rats exposed to radiation developed malignant glioma, a deadly brain cancer. They also discovered that 5 to 7 percent of the male rats exposed to the highest level of radiation developed heart tumors. There was no apparent association between radiation and tumors among the female rats. [Read Article](#)

Wage Gains of 3% Taking Hold as US Employers 'Need to Pay Up'

IndustryWeek - Bloomberg

While employers hope to retain and attract workers with better benefits such as extra vacation days, money may be talking louder now.



At CNH Industrial NV's factory in Racine, Wisconsin, workers are building bright red Case IH tractors the company's known for, and they'll sell for hundreds of thousands of dollars. But there's something even more valuable on the assembly line: the employees.

CNH, one of the world's largest agricultural-equipment makers, needs to increase its Racine workforce of more than 500 by 5%, and it's proving tough to do by the January goal. They're competing with other big companies with a local presence, including Amazon.com Inc., S.C. Johnson & Son Inc. and Harley-Davidson Inc. Management has already raised wages 6% for production employees in Racine this year, and officials are in talks with the United Automobile Workers union for further increases for skilled tradespeople. [Read Article](#)

Op-ed: Wisconsin Deal With Foxconn Was as Bad as They Come

IndustryWeek - Bloomberg View

Whatever Americans were hoping for when they elected Donald Trump president in 2016, it's a fair bet that it didn't include shoveling billions of dollars of American taxpayer money to foreign companies to build white-elephant factories. But it looks as if that is what's happening in Wisconsin. After Trump suggested that a piece of land in southeastern Wisconsin would be a great place for a factory back in 2017, Taiwanese electronics manufacturer Foxconn offered to build it.



There was just one catch - the state would have to pay Foxconn a lot of money. About \$4.5 billion to be exact. Since the state already has very low tax rates for manufacturers, much of this subsidy will be paid directly in cash rather than as tax credits.

[A Training Approach That Should Make the Bean Counters Happy](#)
by Dean Prigelmeier, President of Proactive Technologies, Inc

[Increasing Worker Capacity - An Alternative to Cutting Workers for Short-term Cost Savings](#)
by Stacey Lett, Regional Manager - Eastern U.S. - Proactive Technologies, Inc.

[10 Reasons Structured On-The-Job Training is a Vital and Necessary System for Any Organization](#)
by Dean Prigelmeier, President of Proactive Technologies, Inc.

[A Simple, Low-investment Solution to Closing Skill Gaps: New-Hires and Incumbents](#)
by Dean Prigelmeier, President of Proactive Technologies, Inc.

October

[When Wages Rise for Skilled Labor, Can Your Firm Maximize Worker Value and Minimize Investment?](#)
by Dean Prigelmeier, President of Proactive Technologies, Inc.

[Retiring Workers and the Tragic Loss of Intellectual Property and Value](#)
by Stacey Lett, Regional Manager - Eastern U.S. - Proactive Technologies, Inc.

[Apprenticeships: Be Careful Not To Minimize Integrity While Spiking The Numbers](#)
Dr. Dave Just, formally Dean of Corporate and Continuing Education at Community Colleges in MA, OH, PA, SC. Currently President of K&D Consulting

[When is Illustrating Technical Materials Useful to the Trainee?](#)
by Dean Prigelmeier, President of Proactive Technologies, Inc.

September

[The US Workforce Competitive Advantage Has Declined For Decades - Not for Lack of Resources, Effort or Base Talent, But For Strategy](#)
by Dean Prigelmeier, President of Proactive Technologies, Inc.

[The Skills Gap Solution; Employers Still Reluctant to Commit to Role Only They Can Fill](#)
by Staff

[Assessing Employees With Past Drug Addictions for Work Trickiness](#)
by Stacey Lett, Regional Manager - Eastern U.S. - Proactive Technologies, Inc.

[Estimating the Costs Associated With Skipping Employer-Based Structured On-The-Job Training](#)
by Dean Prigelmeier, President of Proactive Technologies, Inc.

August

[Labor Costs Expected to Increase,](#)

This is a staggering amount of money - about \$1,800 per Wisconsin taxpayer - for a factory like this. The Foxconn plant will initially employ 3,000 workers, at a salary of about \$54,000 a person. Even if the factory eventually increases its employment to 13,000 - as Wisconsin Governor Scott Walker (who just lost a re-election bid) has promised that it will - the cost per job created would be about \$346,000. If the number of jobs turns out to be lower, the cost per job will be higher. Estimates that the state could break even on its investment by 2043 are almost certainly overoptimistic. [Read Article](#)

Labor Shortage Hits Foxconn's U.S. Plant Project
CFO.com - Matthew Heller

The tight U.S. labor market may be complicating Taiwanese electronics giant Foxconn's much-heralded plan to build a factory in Wisconsin.

According to The Wall Street Journal, Foxconn has been looking to transfer some of its Chinese workforce to staff the plant due to a shortage of qualified local personnel.

"It's very difficult to find skilled labor in our market," Loretta Olson, who owns an Express Employment Professionals staffing office near the planned plant, told the Journal.

Foxconn denied the Journal's report, saying "the assertion that we are recruiting Chinese personnel to staff our Wisconsin project is untrue. Our recruitment priority remains Wisconsin first and we continue to focus on hiring and training workers from throughout Wisconsin." [Read Article](#)

Lego Wins Intellectual Property Lawsuit in China
IndustryWeek - Bloomberg

Lego A/S has won a new intellectual property lawsuit in China after a court agreed with the Danish toy manufacturer that local companies had copied its building blocks and miniature figures under the LEPIN brand.

The Guangzhou Yuexiu District Court ruled that the four defendants should immediately cease the production, sale and promotion of the toys and pay about 4.5 million yuan (US\$650,000) in damages, Lego said in an emailed statement sent Monday. [Read Article](#)

Sikorsky Draws Logistics Contract for USMC, USN Helicopters

American Machinist - Staff

The U.S. Dept. of Defense placed a \$717-million, supply and logistics-support contract with Sikorsky for the U.S. Marine Corps CH-53E Super Stallion and U.S. Navy MH-53E Sea Dragon helicopters. Both are heavy-lift aircraft used to transport heavy material and supplies.

The four-year, performance-based contract includes repairs, overhauls, spares, obsolescence mitigation, and asset-management services. It will expand long-term support for the helicopters as they continue in service until the introduction of the replacement aircraft, the Sikorsky CH-53K King Stallion. [Read Article](#)

Bombardier to Cut 5,000 Jobs, Sell Turboprop and Training Units

IndustryWeek - Bloomberg

Bombardier Inc. plans to cut about 5,000 jobs while selling its turboprop unit and a training business as Chief Executive Officer Alain Bellemare extends a far-reaching turnaround drive at the debt-laden Canadian aerospace company.

Net proceeds from the asset sales will be about \$900 million, Bombardier said in a statement Thursday. The employment reduction, Bellemare's third since taking the reins in 2015, will yield annual savings of about \$250 million by 2021. The cut represents more than 7% of the company's workforce. Bombardier is working off \$9.5 billion in adjusted debt, which was largely incurred as the manufacturer poured money into two aircraft-development programs plagued with delays and cost overruns. [Read Article;](#)

Lights Off: GE to Sell Off Commercial-Lighting Division

IndustryWeek - Bloomberg, Ed Hammond and Richard Clough

GE is selling off its intelligent energy unit called Current to American Industrial Partners, the latest in a flurry of \$10 billion asset sales over the 12 months.

CFO



[So Will Challenges to Developing Workers](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[More Employers Finding Ways To Strategically Ensure Fair Pay](#)

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July

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[Knowledge Gap v. Skills Gap, Core Skill Gap v. Task Skill Gap: Important to Know Which You Are Trying To Close](#)

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[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.

General Electric Co. agreed to sell its commercial-lighting division to American Industrial Partners, as new Chief Executive Officer Larry Culp streamlines the industrial giant's manufacturing portfolio.

The sale to the private equity firm, financial terms of which weren't disclosed, is one of Culp's first public moves to get GE back on track after disclosing an expanded accounting federal probe and worsening troubles at the power-equipment business. GE announced Culp's surprise appointment Oct. 1 after its shares lost more than \$100 billion in market value under the 14-month tenure of his predecessor, John Flannery. [Read Article](#)

BMW Says It's Committed to US Plant, Sees Trade Wars Temporary

IndustryWeek - Bloomberg

BMW AG, among the worst-hit carmakers from the U.S. trade war with China, said the tensions will play a secondary role in decisions on where it's making cars.



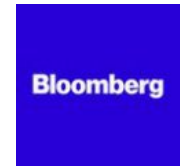
The current spat, set to cost some 300 million euros (US\$340 million) this year from higher tariffs, is probably temporary, BMW's CFO Nicolas Peter said in a panel discussion in Paris. The company follows demand expectations in choosing where to locate production, he said.

"I am optimistic and I think eventually men and women in charge will realize" the trade restrictions "aren't the best for citizens," Peter said at the event, which was focused on Franco-German relations. "It is not like: 'We invest here because of tariff issues.' It is mostly about whether the market is growing." [Read Article](#)

US Factories Paying More to Hire and Keep Staff, Survey Shows

Bloomberg

Most U.S. manufacturers are paying workers more to keep production humming amid a shortage of skilled labor -- and it's working.



More than four in five firms in the industry are raising wages or boosting signing bonuses, according to a survey of about 400 executives by Deloitte LLP and the National Association of Manufacturers. More than two-thirds said compensation had a moderate to very high impact on retention, while 32% said it had low or no impact.

Raises are showing up in U.S. data: October marked the first month of annual wage gains above 3% since 2009. [Read Article](#)

We're No. 25: Why the US Must Increase Its Tax Incentives for R&D

IndustryWeek - Joe Kennedy

Germany, the UK and China are sweetening the pot, while the US slides.



A recent report by Ernst & Young documents continued efforts by countries to enact additional tax incentives to reward companies for research and development. The purpose of these incentives is two-fold. Of course, these countries would like to attract more research activity from overseas. But maybe even more important, they want to increase domestic investment from within their own borders. There is strong evidence that tax incentives increase both.

The United States passed comprehensive tax reform in 2017. The bill took the important steps of lowering the corporate tax rate to a much more competitive level (down to 21% from 35%) and dramatically reducing the taxes U.S. companies pay on their foreign profits. [Read Article](#)

Five Tips for Successful Economic Development Collaboration

AreaDevelopment - Jason Lake, Senior Managing Director, Business Incentives Practice, Cushman & Wakefield

As your company deals with EDOs, transparency and collaboration are necessary to maintain trust on both sides of the table.

Area Development sat with Jason Lake, Senior Managing Director, Business Incentives Practice at Cushman & Wakefield, at our Consultant's Forum on the heel of his presentation on navigating corporate / economic development collaboration. Interview conducted by Margy Sweney, Founder and CEO, Akrete, Inc. and Area Development Editorial Board member.

Today's real estate decision-makers are faced with a barrage of economic development organization (EDO) marketing from communities large and small. Yet, convoluted or otherwise underwhelming public-private partnership

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](#)

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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?](#)

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[Classes Alone Will Not Close the "Skills Gap," But Structured On-the-Job Training Can...Every Time!](#)

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March

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

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

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

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processes we can't help get your project get off the ground.

Here are five areas where you can focus your energy to ensure that you have a positive experience with all the EDO teams you encounter: [Read Article](#)

\$22.7-B Lockheed Contract Signals Next Round of F-35s

American Machinist

Lockheed Martin Corp. has an amended contract from the U.S. Dept. of Defense to proceed with Lot 12 of the F-35 Lightning II Joint Strike Fighter program, a \$22.7-billion award for 255 aircraft that modifies an earlier "fixed-price-incentive-firm-target, firm-fixed-price advanced acquisition contract". It's the first Pentagon order placed since it settled a new cost-structure for the program with Lockheed, in October.



In addition to initiating purchasing and planning for Lot 12, the contract will allow Lockheed to work on Lot 13 and Lot 14 aircraft destined for the program's international partner countries and foreign military sales customers. [Read Article](#)

Toyota Slows Camry Production as US Demand for Sedans Slides

IndustryWeek - Bloomberg

Toyota sold about 289,800 Camrys in the U.S. this year through October, a 6.1% drop from a year earlier.



Toyota Motor Corp. is slowing down production of what's been the top-selling car in the U.S. for 16 years running, a telling indication of how deep a slump sedans are in.

The automaker plans to slow one of the three assembly lines at its Camry assembly plant in Kentucky next month, according to Rick Hesterberg, a spokesman. The sedan shares the line with the larger Avalon sedan. [Read Article](#)

Pfizer Raises Drug Prices Again, Rebuking Trump

Politico - Sarah Karlin-Smith

Drug giant Pfizer announced on Friday it will increase the list prices of 41 medicines in January, just months after it agreed to temporarily roll back price hikes under pressure from President Donald Trump.



Pfizer's new price increases, which take effect Jan. 15, will apply to 10 percent of its portfolio, the company said. Most of those drugs will see 5 percent increases.

Trump attacked Pfizer in July after the company raised prices, just weeks after he announced a drug pricing plan he claimed would result in "historic" price cuts. Trump accused the company of "taking advantage of the poor & others unable to defend themselves," and Pfizer a day later agreed to cancel the price increases. [Read Article](#)

GM to Close 4 U.S. Plants, 1 in Canada

IndustryWeek - Laura Putre

Lordstown in Ohio and two plants in Michigan are among the closures - and the automaker also plans to trim 25% of executives globally.



General Motors announced this morning that it will close five factories by the end of next year, four in the U.S. and one in Canada, and lay off 15% of its salaried staff-including 25% of its executives, "to streamline decision making."

GM said in a statement that the move is part of its 2015 strategy "to strengthen its core business, capitalize on the future of personal mobility and drive significant cost-efficiencies." The closures will increase capacity utilization in the plants that remain and emphasize crossovers, SUVs and light trucks over sedans.

The plant closures and layoffs are expected to cut costs by \$6 billion, the company said. [Read Article](#)

UAW to Challenge GM Over Plant Closings

IndustryWeek - Staff

"The UAW and our members will confront this decision by GM through every legal, contractual and collective bargaining avenue open to our membership."



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- allow your organization to include structured on-the-job training as a capstone to pre-employment preparation;
- 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!
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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.

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The UAW sent out a statement with regard to GM's announcement on Nov. 26 that it will close plants at Lordstown, Ohio and Hamtramck, Mich.

The union said this decision will also "will also affect employment at other GM locations including Baltimore, Maryland, and Michigan's Brownstown and Warren Transmission plants. "The UAW and our members will confront this decision by GM through every legal, contractual and collective bargaining avenue open to our membership." [Read Article](#)

Rising Global Steel Output Challenges Pricing Trend

American Machinist - Staff

With carbon steel prices declining in regional markets, steelmakers worldwide produced 156.6 million metric tons during October, +3.43% from September and +5.8% from October 2017.



Global steel production increased to 156.6 million metric tons during October, up 3.43% from September's total, and up 5.8% from October 2017. The increase challenges indications of falling steel prices in carbon steel spot prices, but confirms a recent World Steel Assn. forecast for slow but steady rises in steel output.

The World Steel Assn. reports raw-steel output for 64 countries, representing about 99% of the world's raw-steel production output. The October totals bring 2018 year-to-date steel production to 1.5 billion metric tons, a rise of 5.32% over the 10-month total for 2017. [Read Article](#)

2.4 Million Skilled Jobs Projected to Go Unfilled in Manufacturing

Material Handling & Logistics - Staff

As growth in the U.S. economy continues and manufacturers create more and more jobs in a thriving sector, the industry's pre-existing workforce crisis could get even worse according to a new 2018 skills gap study, released today by Deloitte and The Manufacturing Institute - the social impact arm of the National Association of Manufacturers (NAM). The widening manufacturing skills gap is expected to grow from about 488,000 jobs left open today to as many as 2.4 million manufacturing jobs going unfilled between this year and 2028 (compared with 2 million jobs between 2015 and 2025 per our earlier study). In turn, \$454 billion in manufacturing GDP could be at risk in 2028, or more than \$2.5 trillion over the next decade. [Read Article](#)



Digital Investments Carry Increasing Financial Risk

CFO.com -David McCann

In this era of digital transformation, the specter of spending unwisely on digital projects has emerged as a significant financial risk for companies.



So says Tim Raiswell, a financial-data analyst and a research vice president at Gartner, who recently completed a broad analysis of first-half 2018 financials and earnings calls.

On the one hand, robotic process automation (RPA) initiatives are generally succeeding in their goals to save money by having robotic software perform rote tasks historically performed by humans.

On the other hand, many companies are struggling to find impactful use cases for machine learning and artificial intelligence applications, according to Raiswell. [Read Article](#)

Supply Chains Disruptions at Highest Rate in 3 Years

Material Handling & Logistics - Staff

Factory fires were the most frequent event type in the first half of 2018.



Supply chain disruptions continue to grow at an alarming rate, according to a new study, 2018 EventWatch Supply Chain Disruption Report, by Resilinc. In the first half of 2018, Resilinc notified a record 1,069 events within a six month period, the highest since Resilinc began monitoring in 2010. Of those events, more than 300 of them directly impacted the continuity of supply. [Read Article](#)

United Technologies Plans Three-Way Split to Focus on Aerospace

IndustryWeek - Bloomberg

United Technologies Corp. (IW 500/21) will break itself up, capping months of pressure on Chief Executive Officer Greg Hayes to separate the





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conglomerate's aerospace operations from its elevators and climate-controls divisions.

The company, buoyed by the just-completed \$23 billion purchase of Rockwell Collins Inc., will retain its aerospace business and operate with two divisions: Pratt & Whitney jet engines and Collins Aerospace Systems. Otis Elevator Co. and Carrier, a provider of air conditioners and heating systems, will be spun off as independent companies, United Technologies said in a statement Monday. [Read Article](#)

Bayer to Cut 12,000 Jobs, Exit Vet Unit

IndustryWeek - Bloomberg

The cuts represent about 10% of the company's workforce. Bayer AG plans to cut 12,000 jobs and exit its animal health business in an effort to mollify Wall Street, which has punished the company over the tidal wave of law suits that came alongside the \$63 billion takeover of Monsanto Co.



The German company announced a rash of moves, including exiting the sun-care and foot-care segments, that it said would boost its core pharma and agricultural businesses. The cuts, including a significant number in Germany--where layoffs are politically sensitive--represent about 10% of the workforce. The shares fell 2.3% as of 5 p.m. in Frankfurt trading, erasing initial gains after the announcement. [Read Article](#)

South Korea Charges 11 With Selling Samsung Technology to China

IndustryWeek - Bloomberg

South Korea charged nine people and two companies of illegally selling Samsung Electronics Co.'s bendable screen technology to a Chinese rival. The chief executive officer of a Samsung supplier and eight of his employees received 15.5 billion won (US\$13.8 million) after conspiring with two representatives of the Chinese company to transfer organic light-emitting diode know how, according to a statement from prosecutors in Suwon. The names of the companies and individuals weren't disclosed.



Intellectual property theft is a national concern for South Korea as it tries to maintain its narrowing technology lead over China. [Read Article](#)

Financial News

Zero-Based Budgeting: How to Do It Right

IndustryWeek - Kyle Hawke

As margins tighten in industry after industry, more companies are talking about zero-based budgeting (ZBB)--the deceptively simple idea that each year's budget should start from a zero base, rather than from the prior year's spending.



The trouble is that too often, companies see ZBB as just about cost control. In fact, when done right, ZBB changes a company's entire culture, instilling a return-on-investment mentality where people throughout the company think about value, not just cost. [Read Article](#)

SEC Intensifies Focus on Non-GAAP Metrics

CFO.com - David McCann

Complementing its recent report on companies' increasing usage of non-GAAP metrics, Audit Analytics has released data on the SEC's enforcement of its guidance for use of the unofficial financial measures.



This year, through the first six months the Securities and Exchange Commission sent 1,409 comment letters (of all types) to registrants. That represents a drastic and ongoing drop from the 15,646 comment letters the commission sent in 2010 (full year).

At the same time, though, the percentage of registrants that received at least one comment letter related to non-GAAP matters leaped from 9% to 25% over that period. The increase portrays the extent to which non-GAAP usage is currently dominating the SEC's enforcement activities. [Read Article](#)

Caution: Stocks Are Historically Overvalued

CFO.com - Vitaliy Katsenelson

Investor relations professionals should prepare for what's eventually inevitable: a reversion to the mean for stock prices.



In my business as an investment manager, I constantly look for new stocks. How? By running stock screens, endlessly reading (blogs, research, magazines, new papers), looking at the holdings of respected investors, and talking to a large network of investment professionals.

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- * 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 APPROACH!

This structured on-the-job training is performed where, and while, the work takes place!

Also, I attend conferences, scour through ideas published on value investor networks, and compiling a large (and growing) watch-list of companies to potentially buy at a significant margin of safety.

Yet, with all of that, my firm is having little success finding solid companies at attractive valuations. Don't take my word for it. Take a look at the charts below. [Read Article](#)

Only 15% Using Blockchain to Mitigate Financial Crime in Supply Chain

Material Handling & Logistics - Staff

Layered with advanced analytics, blockchain can offer supply chain managers a path to digitizing prevention and detection of financial crime.



During the past five years, an average of 31% of respondents to annual Deloitte polls say their organizations have experienced supply chain financial crime-particularly fraud, waste or abuse-in the preceding year.

Yet, in a 2018 poll, just 15% of respondents report their organizations are using (4%) or piloting (11%) blockchain to help mitigate financial crime risks in their supply chains. [Read Article](#)

The Dark Side of Accounting Expertise

CFO.com - David McCann

For top executives, managerial experience at an auditing firm is not necessarily a virtue, especially among those who are highly paid, a study finds.

CFO

How important is it for CFOs or other top corporate executives to have accounting expertise?

Around the turn of the century, when the financial director of a major bank stated that "the day of the finance director as bean counter is well and truly over," he was reflecting much contemporary thinking. But since then, perhaps driven by this century's notorious corporate accounting scandals and severe worldwide economic recession, opinion appears to have shifted.

As a new scholarly study notes, "academics, practitioners, and regulators commonly focus on the upside of accounting competence providing higher-order ability to generate financial reports free of material misstatements."

[Read Article](#)

U.S. Given 'C' Rating In Annual Pension Survey

CFO.com - William Sprouse

The retirement systems of Scandinavian economies are tops, while those of the U.S., the U.K., and France languish, according to Mercer.

CFO

Mercer released its tenth annual Melbourne Mercer Global Pension Index on Monday, finding the Netherlands and Denmark to be the countries most prepared to meet the challenge of ageing populations.

The two countries offer "world-class retirement income systems with good benefits," Mercer stated in its report.

The U.S. pension system, on the other hand, was given a "C" rating.

The study, published by the Australian Centre for Financial Studies in collaboration with Mercer, looked at 34 pension systems and evaluated both their adequacy for individual retirees and their sustainability for the country's economy as a whole. [Read Article](#)

Tax Reform's Timely Gift for Employers

Material Handling & Logistics - David Sparkman

If you are an employer, allow me to present you with an early Christmas gift courtesy of a little-known provision of the 2017 tax reform law. The catch is, in order to qualify for it this year you have to act before Dec. 31.



The boon consists of a tax credit for qualifying types of paid leave provided to full- and part-time employees. It is available to any employer, regardless of size, if you provide at least two weeks of paid family and medical leave annually for employees who have been with the company for at least 12 months. The paid leave must amount to at least 50% of the wages normally paid to the employee whose prior year compensation was at or below \$72,000 for 2018. [Read Article](#)

You need no additional staff, and this will not disrupt your work schedule or burden your existing staff!

If your firm is partnered with local career and technical educational institutions, use of shared employer's equipment, facilities and paid wages of trainer(s) and trainee(s) are attractive match for potential grant assistance.

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Health-Care Cost Growth Increased in 2018

CFO.com - David McCann

Employers' costs for health benefits ticked up w ar d this year by 3.6%, a full percentage point higher than the 2017 rate, according to new research by Mercer.

Still, overall growth in health-care costs remains moderate, averaging 3.3% annually over the past five years compared w ith an average of 5.7% over the prior 10 years, according to Mercer. But even the slow er recent growth rate exceeds the overall national inflation rate.

The new data is based on a national probability sample of 2,409 public and private employers w ith at least 10 employees. The study w as conducted during the summer, w hen most employers have a good fix on their costs for the current year. [Read Article](#)

PBGC Reports Improved Financial Condition

Pension Benefit Guaranty Corporation



The Pension Benefit Guaranty Corporation's Fiscal Year 2018 Annual Report, released today, show s improvement in the financial condition of the agency's Single-Employer Insurance and Multiemployer Insurance Programs.

The Single-Employer Program show ed a positive net position of \$2.4 billion as of September 30, 2018, emerging from a negative net position or "deficit" of \$10.9 billion at the end of FY 2017 and continuing a trend of improving results. The Multiemployer Program show ed a deficit of \$53.9 billion, reduced from \$65.0 billion at the end of FY 2017. Despite this improvement, the Multiemployer Program unfortunately continues on the path tow ard insolvency, likely by the end of FY 2025.

The Multiemployer Program had liabilities of \$56.2 billion and assets of \$2.3 billion as of September 30, 2018. This resulted in a deficit of \$53.9 billion, dow n from \$65.1 billion last year. The \$11 billion decrease in the deficit stems mostly from higher interest rate factors used to measure the value of PBGC's future payments to insolvent plans. [Read Release](#)

Can Cutting CEO Pay Help a Faltering Company Rebound?

IndustryWeek - Kellogg Insight



Creative accounting and opportunistic decisions can skew the real results. When a company is underperforming, many boards take a seemingly sensible action: cut the CEO's pay. Such a move, the thinking goes, w ill encourage the CEO to improve the company's performance in order to restore his or her full pay.

But pay cuts can backfire, says Sw aminathan (Sri) Sridharan, professor of accounting information and management at the Kellogg School, w ho has researched the question. In fact, Sridharan found that CEOs w hose pay w as docked at least 25% w ere likely to use a combination of both accounting techniques and opportunistic economic decisions that produce overly positive financial reports to accelerate the company's reported performance in the short-term. [Read Article](#)

Book Reviews For Our Time

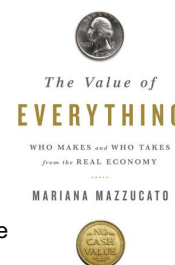
The Value of Everything: Making and Taking in the Global Economy by Mariana Mazzucato

Goodreads.com

Modern economies reward activities that extract value rather than create it. This must change to insure a capitalism that works for us all.

In this scathing indictment of our current global financial system, The Value of Everything rigorously scrutinizes the way in w hich economic value has been determined and reveals how the difference betw een value creation and value extraction has become increasingly blurry. Mariana Mazzucato argues that this blurriness allowed certain actors in the economy to portray themselves as value creators, w hile in reality they w ere just moving existing value around or, even worse, destroying it.

The book uses case studies - from Silicon Valley to the financial sector to big pharma - to show how the foggy notions of value create confusion betw een rents and profits, a difference that distorts the measurements of growth and GDP. [Learn More](#)



The Watchdog That Didn't Bark: The Financial Crisis and the Disappearance of Investigative Journalism by Dean Starkman

Goodreads.com

In this sweeping, incisive post mortem, Dean Starkman exposes the critical shortcomings that softened coverage in the business press during the mortgage era and the years leading up to the financial collapse of 2008. He locates the roots of the problem in the origin of business news as a market messaging service for investors in the early twentieth century. This access-dependent strain of journalism was soon opposed by the grand, sweeping work of the muckrakers. Propelled by the innovations of Bernard Kilgore, the great postwar editor of the Wall Street Journal, these two genres merged when mainstream American news organizations institutionalized muckraking in the 1960s, creating a powerful guardian of the public interest. Yet as the mortgage era dawned, deep cultural and structural shifts--some unavoidable, some self-inflicted--eroded journalism's appetite for its role as watchdog. The result was a deafening silence about systemic corruption in the financial industry. Tragically, this silence grew only more profound as the mortgage madness reached its terrible apogee from 2004 through 2006.



Starkman frames his analysis in a broad argument about journalism itself, dividing the profession into two competing approaches--access reporting and accountability reporting--which rely on entirely different sources and produce radically different representations of reality. [Learn More](#)

International News

Mexico, Latin America, South America and the Caribbean

Former Puerto Rico financial advisor pleads guilty to bank fraud

Caribbean News Now

A former registered financial advisor previously employed by UBS Financial Services Inc. of Puerto Rico (UBS-PR) pleaded guilty on Friday for his role in a scheme to fraudulently obtain and misuse non-purpose credit lines for purchasing securities, resulting in over \$1 million in improperly generated commissions.



José G. Ramirez-Arone Jr., 60, currently of Fulton, Maryland, previously of San Juan, Puerto Rico, pleaded guilty to one count of bank fraud before US District Judge Thomas Hogan of the District of Columbia. Sentencing has been scheduled for February 8, 2019, before Judge Hogan. [Read Article](#)

RENAC and IFC partner to green the banking sector in Latin America and the Caribbean

Caribbean News Now

PUNTA CANA, Dominican Republic - The International Finance Corporation (IFC), a member of the World Bank Group and the Renewables Academy AG (RENAC), an international training provider for green energy technologies, today signed a cooperation agreement to support green banking in Latin America and the Caribbean (LAC) at the Federation of Latin American Banks (FELABAN) Annual Assembly in Punta Cana, Dominican Republic.



The main objective of the cooperation is to support the green transformation of banking in LAC towards a greener business model that mitigates challenges from climate change and that fosters green business opportunities. [Read Article](#)

Canada, Europe and Great Britain Biggest Italian Factory Slump Since 2014 Hits Euro Economy

IndustryWeek - Bloomberg

Italian manufacturing shrank the most in almost four years in October, hinting at continued weakness after the economy failed to grow in the third quarter.



IHS Markit's factory index for the country dropped below the key 50 mark, meaning a contraction -- the first since August 2016.

Output shrank for a third month and new orders fell as optimism took a knock from slower global demand and "worries over political stability." [Read Article](#)

Venice Flooding: Death Toll Rises to 17

CNN - Dakin Andone, Gianluca Mezzofiore and Laura Smith-Spark



Tourists walk on wooden platforms in flooded St. Mark's Square in Venice, Italy, Thursday, Nov. 1, 2018 as rainstorms and strong winds have been battering the country. Italian storms claim 17th life, and 14 million trees.

The death toll in Italy has risen to 17 after a week of severe weather and flooding across the country, according to Italy's Civil Protection Agency. The onslaught of strong wind and heavy rain over the past week devastated parts of Italy and led to the worst flooding Venice has seen in at least a decade.

In the northern region of Veneto, damage estimates have reached over one billion euros, and several villages have been cut off as a result of landslides.

[Read Article](#)

First Slowdown Since 2015 Brings Angst for German Economy

IndustryWeek - Agence France-Presse | Nov 14, 2018



Germany's years-long run of steady growth came to a screeching halt in the third quarter, official data showed on Nov. 14, with a widely-expected bottleneck in the vital car industry matched by broader structural concerns.

Federal statistics authority Destatis reported a 0.2% slump in gross domestic product (GDP) between July and September -- the first fall in the measure since early 2015 and worse than forecast by analysts after months of troubling economic indicators. [Read Article](#)

Anger Over Rising Fuel Taxes Sparks Fiery French Protests

USAToday - The Associated Press



French police fired tear gas and water cannons to disperse violent demonstrators in Paris on Saturday, as thousands gathered in the capital and beyond and staged road blockades to vent anger against rising fuel taxes.

Thousands of police were deployed nationwide to contain the eighth day of deadly demonstrations that started as protests against tax but morphed into a rebuke of President Emmanuel Macron and the perceived elitism of France's ruling class. Two people have been killed since Nov. 17 in protest-related tragedies.

Tense clashes on the Champs-Élysées on Saturday saw police face off with demonstrators who burned plywood, wielded placards reading "Death to Taxes" and overturned a large vehicle. [Read Article](#)

Asia, India and Australia

Rupee Ends At New 2-Month High Of 71.93 Against Dollar

NDTV

Increased selling of the US currency by exporters and banks and gains in equity markets aided the rupee to post gains for the fourth day.

The rupee strengthened by 4 paise to close at a fresh two-month high of 71.93 against the dollar on Friday, its gaining streak for the fourth day, despite a rebound in oil prices and a stronger dollar. Crude oil prices falling below the \$70 per barrel mark and forex inflows have boosted the rupee sentiment as the domestic currency posted gains of 57 paise or 0.79 per cent this week to touch two-month high levels.

Increased selling of the US currency by exporters and banks and gains in equity markets aided the rupee to post gains for the fourth day. [Read Article](#)

'Unacceptable risk': The Secret Way Terrorists and Criminals are Communicating

News.com.au - Natalie Wolfe



Most of us use Apple's iMessage or WhatsApp the way it's intended but there's a small group of Aussies using the encrypted apps to make deadly plans.

Every time you use Apple's iMessage, WhatsApp or Wickr to text your friends and family, every word you send is hidden via encryption.

Police and counter-terrorism officials say that exact encryption is letting everyone from terrorists to paedophiles to various criminals plan horror attacks right under their eyes.

Home Affairs Minister Peter Dutton again called for federal parliament to pass new laws allowing police to access encrypted messages. [Read Article](#)

China and Southeast Asia

China's Building Spree In Poor Nations: Does It Really Help The Local Economy?

NPR - Joanne Lu



The circles on the map pinpoint the location of thousands of Chinese-funded development projects. The bigger the circle, the bigger the investment. The largest circles represent projects in the multibillion-dollar range. China has done a ton of building in the developing world.

Over the past two decades, it has financed and built bridges, hospitals, roads, railways, airports and seaports - many billions of dollars' worth and counting. "China has recently become a major financier of economic infrastructure," according to a new report from AidData, a development finance research lab based at the College of William & Mary.

That sounds like a good thing. But there are skeptics.

Development experts and Western politicians have raised many questions: What is China's goal in building all this? Are these projects well-constructed? And are they actually beneficial? [Read Article](#)

China's Xi Visits Philippines as Duterte Pressed to Take Tougher Line

Reuters - SABCNewsOnline

Chinese leader Xi Jinping visited the Philippines on Tuesday to further strategic gains made under President Rodrigo Duterte, who hailed a "new impetus" behind a relationship that his massive infrastructure ambitions could depend on.

Xi's visit comes two years after the maverick Duterte declared he was reorienting his foreign policy away from longtime ally the United States and toward China, despite decades of mistrust and bitter maritime disputes with Beijing.

Duterte is facing criticism from opponents for making too many political concessions to China in return for billions of dollars of pledged Chinese loans and investments that have yet to materialize, or be committed to formally. The two leaders on Tuesday oversaw 29 agreements of sorts, many of them broad or vague, from cooperating in education, culture and industrial park development to jointly promoting infrastructure, agriculture cooperatives and establishing sanitation protocols for shipping coconuts. [Read Article](#)

Japan's Factory Output Jumps in Sign of Recovery in Economy

IndustryWeek - Bloomberg



Recovery in auto, electronics powers sharp expansion.

Japan's factory output expanded at its fastest pace in more than three-and-a-half years in October, offering evidence the economy started the current quarter with a rebound from a contraction in a disaster-struck summer. The outlook for the coming months is less certain.

Separate data showed inflation in Tokyo, an early indicator of nationwide price movements, remained at 1% for the third straight month, while unemployment increased slightly.

Key Insights [Read Article](#)

Africa, Middle East, Eastern Europe and Russia

Soviet Super Chicken as a Strategic Defense

IndustryWeek - Bloomberg



Worried that poultry supply from the West could be interrupted due to sanctions, Putin is dusting off a Soviet-era super chicken program.

Vladimir Putin is breathing new life into the chicken that kept Russians fed in the dying days of communism. The project is a hedge against potential U.S. food sanctions and a challenge to the two western breeders that supply all of the nation's commercial strains.

After a series of setbacks that included a mysterious outbreak of avian flu and the forced culling of 200,000 test fowl last year, the revamped Soviet broiler is finally ready for market trials, according to Vladimir Fisinin, the 78-year-old head of the Russian Poultry Union and one of the developers of the

proprietary line. [Read Article](#)

Germany Hesitant to Re-start Cooperation with Zimbabwe One Year After Mugabe Ouster

DeutscheWelle

Grappling with a severe economic crisis, Zimbabwe was hoping for increased cooperation with Germany and other western nations. Robert Mugabe was ousted a year ago. But money is not going to flow any time soon.



When the military axed Zimbabwe's long-time ruler Robert Mugabe last year, Germany's political scene breathed a short sigh of relief. But one year on, Berlin seems to have lost hope that Mugabe's exit has put the country back on the road to democracy after decades of authoritarian rule.

"We were hoping that President Mnangagwa would introduce major political and economic reforms," a diplomatic source in Berlin told DW. "So far we are seeing little progress." [Read Article](#)

International Trade News

INTERNATIONAL TRADE DATA

Monthly Wholesale Trade

US Census Bureau

September 2018 sales of merchant wholesalers were \$511.2 billion, up 0.2 percent (+/- 0.5 percent)* from last month. End-of-month inventories were \$644.6 billion, up 0.4 percent (+/- 0.4 percent)* from last month. September 2018: +0.4* % change in Inventories; August 2018 (r): +0.9 % change in Inventories. [Read Report](#)



Manufacturing and Trade Inventories and Sales

US Census Bureau

U.S. total business end-of-month inventories for September 2018 were \$1,967.5 billion, up 0.3 percent (+/- 0.1 percent) from last month. U.S. total business sales were \$1,468.0 billion, up 0.4 percent (+/- 0.2 percent) from last month. September 2018: +0.3 % change in Inventories; August 2018 (r): +0.5 % 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 \$54.0 billion in September, up \$0.7 billion from \$53.3 billion in August, revised. September exports were \$212.6 billion, \$3.1 billion more than August exports. September imports were \$266.6 billion, \$3.8 billion more than August imports. [Read Report](#)

Escalating Trade War Threatens 460,000 Jobs in Steel Industry

IndustryWeek - IW Staff

"Putting steelmakers ahead of manufacturers is backfiring," said Business Forward President Jim Doyle. "Companies that buy steel employ 46 times more workers across the U.S. than companies that produce steel."



The steel tariffs are having a dramatic impact on the industry as demonstrated by the latest American Steel Index report issued on Oct. 26. The report, published by Business Forward, compares the prices American manufacturers and their foreign competitors pay for hot- and cold-rolled steel.

Since President Trump announced his plans for steel and aluminum tariffs in February, prices in the U.S. for hot- and cold-rolled steel have risen 13.5% and 8.9%, respectively.

During that same time, prices in the UK, Italy, China, Germany and Japan are down 4.6% and 4.9%, respectively. [Read Article](#)

Tariffs Constrain US Economy Amid Record Trade Gap, Cooler Orders

Material Handling & Logistics - Bloomberg

"Exports face the headwinds of an appreciating dollar and retaliatory tariffs, while imports are surging now with the likelihood of a steep falloff in early 2019," said Stephen Stanley, chief economist at Amherst Pierpont Securities.



The U.S. merchandise-trade deficit widened to a record in September while orders for business equipment declined for a second month, adding to signs that an escalating tariff war is starting to constrain economic growth.

The gap in goods trade rose to \$76 billion from \$75.5 billion as gains in imports outpaced exports, Commerce Department figures showed on Oct. 25, with both categories potentially reflecting shipments rushed to beat tariffs between the U.S. and China. A separate report from the department showed orders at U.S. factories for non-defense capital goods, excluding aircraft, unexpectedly fell last month. [Read Article](#)

US Blocks Exports to Chinese Chipmaker as Tensions Simmer

IndustryWeek - Bloomberg

The Trump administration has slapped restrictions on exports to a Chinese government-backed chipmaker it says threatens U.S. national security, adding pressure to an already fraught relationship between the world's two largest economies.



The Commerce Department said it's blocking sales of American components to Fujian Jinhua Integrated Circuit Company Ltd., recalling a similar ban that brought telecoms gear giant ZTE Corp. to a virtual standstill. Jinhua "poses a significant risk of becoming involved in activities that are contrary to the national security interests of the United States," the agency said.

The development complicates an escalating trade war as Washington and Beijing spar over issues from intellectual property to the openness of Chinese markets. [Read Article](#)

How Can the New African Free Trade Agreement Unlock Africa's Potential?

Organization of Economic Cooperation and Development

Africa has an opportunity to show leadership on the world stage through strength in unity, as the rest of the world retreats from multilateralism and increases protectionism. For the first time in recent history, with the African Continental Free Trade Area (AfCFTA), Africa could wholly embrace intra-African relations, global trade, structural transformation and sustainable development. But for the agreement to succeed, businesses, which make up the backbone of the deal, need to be aware of their potential gains and be actively involved in its implementation, working alongside governments and regional institutions that are ultimately responsible for speeding up the process. [Read Article](#)



Top 10 US States Losing Jobs From Deficit with China

IndustryWeek

IndustryWeek - Adrienne Selko

There are many ways at looking at the effect of the US trade deficit with China.

One group, the Economic Policy Institute issued a report on Oct. 23 tying job loss to the growing deficit.

In the report, the group says that between 2001 and 2016 the group said the U.S. lost 3.4 million jobs. [See Slide Show](#)

Asia's Factories Slip as Trade Tensions Rise

IndustryWeek - Bloomberg

Manufacturing gauges for some of Asia's most export-driven economies slipped into negative territory in October, highlighting the spillover effect from the U.S.-China trade war.



The contractions follow evidence of a broad-based slowdown in China that has prompted the government to promise new measures to stoke growth. [Read Article](#)

Widening Trade Deficit Contrasts with Strong Jobs Picture, as China Trade Deficit Sets Another Record



Coalition for a Prosperous America

The federal government's employment report for October showed the US economy continues to perform strongly, with job growth of 250,000 in the month, including 32,000 added manufacturing jobs. Unemployment continues to be low and the labor force participation rate is edging up.

However, monthly US trade figures for September were released today by the Department of Commerce, and the data on the trade front once again proved disappointing. America's international trade deficit in goods and services reached \$54.0 billion, up 1.0% from August and 21% above the year-ago September figure. On a year-to-date basis, the overall data makes

for equally gloomy reading, standing at \$445.2 billion-which is up 10.1% over the comparable period in 2017. On that basis, the US is headed for a 2018 trade deficit of \$607 billion, the highest since 2008. [Read Article](#)

Manufacturing Exit from China to Dodge US Duties Gains Pace

IndustryWeek - Bloomberg

With U.S. levies on \$200 billion of Chinese products set to balloon to 25% in 2019, companies on the mainland making everything from car parts to cameras are lining up other production facilities across Southeast Asia.



Ayala Corp., the Philippines' oldest conglomerate, is in talks to provide land to a Chinese company planning to build one of the world's biggest tire factories to sidestep U.S. duties, Ayala Chairman and Chief Executive Officer Jaime Augusto Zobel said in an interview Tuesday at Bloomberg's New Economy Forum in Singapore. [Read Article](#)

US Manufacturing Forges Own Path Amid Global Slowdown

IndustryWeek - Bloomberg

The seasonally adjusted IHS Markit Global Manufacturing Purchasing Managers' Index slowed to an almost two year low of 52.1 last month, down one tenth from September. Measures of output and new orders both slowed to the weakest pace in more than two years. The future output index slowed to the lowest pace on record in more than six years of record-keeping.



Globally, the data showed a divergence between developed and emerging markets.

"October saw developed nations (on average) outperform emerging markets. This was mainly due to the ongoing strength of the U.S.," according to the report. The index in Japan hit a four-month high, while the China PMI remained close to the stagnation mark. [Read Article](#)

Iran And Trading Partners Will Find Ways To Skirt Sanctions, Analysts Say

NPR Morning Edition - Jackie Northam

The Trump administration hopes the sweeping sanctions it has imposed on Iran's oil, shipping and banking industries will cripple its economy and force it to negotiate a new nuclear deal.



But analysts point out that while such economic penalties can be persuasive, there are also ways to circumvent them.

"There will always be both overt and covert activities to work around sanctions, to dodge sanctions or evade them," says Dan Wager, a global sanctions expert at the consulting firm LexisNexis Risk Solutions. "That's something that's gone on for a very long time."

Iran endured global sanctions for years until 2016, when an agreement with the U.S. and other world powers gave the country economic relief in exchange for limiting Tehran's nuclear program. President Trump unilaterally pulled out of that multination deal and placed a raft of U.S. sanctions back on Iran. [Read Article](#)

WTO's Aid for Trade Programme Putting a Spotlight on LDCs

Trade4Development News EIF

Aid for Trade means building the capacities of developing countries to trade. At the 6th WTO Ministerial Conference in 2006, Ministers agreed that, "Aid for Trade should aim to help developing countries, particularly LDCs, to build the supply-side capacity and trade-related infrastructure that they need to assist them to implement and benefit from WTO Agreements and more broadly to expand their trade."



The WTO Aid for Trade Initiative was established to operationalize Aid for Trade. Activities are carried out through a Work Programme that is developed every two years, and LDCs have been a special focus of the Initiative since its launch.

The process of developing the 2018-2019 Aid for Trade Work Programme generated a vibrant debate. The result is an Aid for Trade agenda that emphasizes economic diversification and economic empowerment objectives for youth, women and micro, small and medium-sized enterprises (MSMEs). [Read Article](#)

Fair trade movement and UNCTAD join forces

United Nations Conference on Trade and Development

The two organizations have agreed to work hand-in-hand in their efforts to ensure all workers and farmers get a fair share of the



benefits of trade.

The Brussels-based Fair Trade Advocacy Office and UNCTAD are joining forces to improve the living and working conditions of artisans, workers and smallholder farmers and producers in Africa, Asia and Latin America.

The two organizations, which have both been calling for a more equitable trading system for decades, signed a Memorandum of Understanding (MoU) on 19 October in Madrid. [Read Article](#)

EU Set to Tighten Rules on Foreign Investment to Fend Off China

IndustryWeek - Bloomberg

"All the world's other powers have their own investment-screening systems. Only Europe doesn't have such a tool."



The European Union is hammering out the first bloc-wide rules to prevent foreign investments from threatening national security, as Chinese acquisitions foster political unease.

Negotiators representing EU governments and the European Parliament may agree on draft legislation to screen foreign direct investments on Nov. 20, according to Franck Proust, a French member of the 28-nation assembly. [Read Article](#)

Trade Letter: Tariffs Have Caused 'Significant Harm to Manufacturers'

IndustryWeek - Staff

Automotive, equipment, food and beverage and metal fabrication manufacturing associations are among the signees of a letter to U.S. trade officials



Thirty-three organizations, most of them related to manufacturing, signed on a letter sent to U.S. Trade Representative Robert Lighthizer yesterday, asking for the lifting of Section 232 tariffs on aluminum and steel, specifically on imports from Canada and Mexico.

Section 232 of the Trade Expansion Act of 1962 allows tariffs on goods as a matter of national security. [Read Article](#)

Europe's Digital Tax Proposal Should Spur Revisions to U.S. Tax Code

Coalition for a Prosperous America - Morning Consult, David Morse

The United Kingdom and the European Union took a big swipe at the United States last week. Both the British government and the European Commission floated the idea of a "digital tax" on Facebook, Twitter, and other tech companies they believe are evading European taxes. But if tax avoidance is the issue - and Europe believes it can act unilaterally against U.S. companies - maybe it's time for the United States to follow a similar path on international taxation.



It's understandable that the U.K. and EU announcements didn't sit well with the U.S. Chamber of Commerce. But House Ways and Means Chair Kevin Brady (R-Texas) also called the British proposal a "blatant revenue grab." And Treasury Secretary Steven Mnuchin similarly warned that the EU plan would "unfairly" penalize U.S. tech companies. Mnuchin urged Europe's policymakers to pursue the issue through the Organization for Economic Cooperation and Development. It was undoubtedly a diplomatic suggestion. But if Europe opts to go its own way, and tries to seize revenue from U.S. companies, Congress should consider legislative action to end similar tax avoidance schemes by foreign and multinational companies. [Read Article](#)

Pre-Hearing Statement International Brotherhood of Teamsters

Coalition For a Prosperous American

Editor's note: The International Trade Commission is holding hearings on the US Mexico Canada Agreement (USMCA). Mike Dolan gave the following testimony for the International Brotherhood of Teamsters. Dolan is also on the CPA board.



On behalf of 1.4 Million Teamsters, we are grateful to the Commission for the opportunity to describe our hopes and concerns about the replacement for the North American Free Trade Agreement (NAFTA) and its likely effect, if ratified, on the U.S. economy.

Few organizations have a greater stake in U.S. trade policy than the International Brotherhood of Teamsters. As a transportation union, our members on the roads and rails, in warehouses and ports coast to coast,

depend on exports for their livelihoods. As a dairy workers' union, Teamsters in milk production and processing, throughout the supply chain, prepare Grade A products for foreign markets. Our members who work in food processing, bakeries and breweries, want to compete globally. Teamsters who work on movie sets know the importance of growing foreign markets for the American motion picture industry. Teamsters are pro-trade; but we want fair trade. [Read Article](#)

Trump and China Declare 90-day Truce on New Tariffs to Allow for Trade Negotiations



Business Insider - Associated Press, Paul Wiseman, Zeke Miller, Catherine Lucey,

BUENOS AIRES, Argentina (AP) - The United States and China reached a 90-day ceasefire in a trade dispute that has rattled financial markets and threatened world economic growth. The breakthrough came after a dinner meeting Saturday between President Donald Trump and Chinese leader Xi Jinping at the Group of 20 summit in Buenos Aires.

Trump agreed to hold off on plans to raise tariffs Jan. 1 on \$200 billion in Chinese goods. The Chinese agreed to buy a "not yet agreed upon, but very substantial amount of agricultural, energy, industrial" and other products from the United States to reduce America's huge trade deficit with China, the White House said.

The truce buys time for the two countries to work out their differences in a dispute over Beijing's aggressive drive to supplant US technological dominance. [Read Article](#)

Trump Will Formally Cancel NAFTA to Press Congress to Approve New Trade Deal



USA TODAY - John Fritze

BUENOS AIRES - President Donald Trump said late Saturday he will formally terminate the North American Free Trade Agreement soon, a move designed to put pressure on Congress to approve a new deal he signed during the G-20 summit.

"I'll be terminating it within a relatively short period of time," Trump told reporters aboard Air Force One as he flew back to Washington after a two-day meeting in Argentina with the leaders of other major world economies. "We (will) get rid of NAFTA. It's been a disaster for the United States."

Trump signed a new deal here Friday with the president of Mexico and Canada's prime minister, following through on a campaign promise he made to renegotiate the long controversial NAFTA agreement. The move will give Congress six months to accept that new agreement or revert to pre-NAFTA trade rules. [Read Article](#)

Education and Workforce Development News

What Will Follow TAACCCT?

Community College Daily News - Jim Hermes

The last of the four rounds of the federal Trade Adjustment Assistance Community College to Career Training (TAACCCT) grants wrapped up in September.



The program awarded \$1.9 billion in grants, largely to community colleges and college-led consortia. The projects enrolled approximately 500,000 students, leading to more than 300,000 credentials.

At nearly \$500 million per year, TAACCCT was the largest-ever direct federal investment in community college workforce training capacity. The program was funded in the 2010 health care reconciliation bill, using a pre-existing authorization tied to the larger TAA program for trade-impacted workers. It was a successor of sorts to the Community-Based Job Training Grants (CBJTG), funded during the Bush administration at \$125 million per year. These two programs represent bipartisan support for a large-scale federal investment in community college workforce training capacity. [Read Article](#)

What to Expect on Capitol Hill

Community College Daily News - John Colbert / Leander J. Foley III



There are several emerging trends on Capitol Hill that are beneficial to community colleges - and are not expected to change drastically regardless of which party holds control of Congress next January.

First, both Congress and the Trump administration recognize that more Americans need to be equipped with the skills and credentials necessary to

help employers in high-demand professions. With more jobs available than workers in our current economy, work-based learning has gained considerable momentum in Washington, D.C., as a core mechanism to help jobseekers gain employment, with the strongest focus on how to quickly expand the number of apprenticeships. [Read Article](#)

Emerging From the Dark

Community College Daily News - Douglas J. Guth

State fiscal support for higher education has met sluggish growth recently, a trend that has community college leaders working to meet student needs despite a shrinking resource pool.



According to an annual report released in January by Grapevine, state financial aid for higher education increased just 1.6 percent between the 2017 and 2018 fiscal years. The lackluster upturn in funding is a nationwide issue, as a third of states decreased their higher education appropriations while another dozen increased their dollars allotted only slightly.

Although some states are impacted more than others, two-year institutions across the country are feeling the bite of lost funding, leading to painful reductions in programming and staff. Last year, Illinois broke out of a long-term budget freeze, even as community colleges there still confront the impasse's lingering effects and the possibility of less aid compared to what they had in prior years. [Read Article](#)

A Change of Course on Capitol Hill

Community College Daily News - David Baime

Although all election results are not yet final, the continued Republican control of the U.S. Senate and the Democrats' securing a majority in the House portends significant shifts in higher education policymaking in Washington, D.C.



In the House, Rep. Bobby Scott (D-Virginia) is expected to become chair of the Committee on Education and the Workforce. Scott's long service on the committee has reflected a particular emphasis on an active federal role in higher education, as well as strong support for minority-serving institutions. [Read Article](#)

Homelessness in America: Focus on Families with Children Experiencing Homelessness

WorkforceGPS - United States Interagency Council on Homelessness

To prevent and end homelessness in America, we must have a clear understanding of who is at risk of homelessness and who goes on to experience it.

United States Interagency Council on Homelessness presents a third report in their Homelessness in America series, with a focus on families with children experiencing homelessness. [Read Report](#)

Bureau of Labor Statistics - Labor Market Trends for American Indians and Alaska Natives, 2000-17

WorkforceGPS - US Department of Labor, Bureau of Labor Statistics

The employment-population ratio for American Indians and Alaska Natives age 16 and older was 55.6 percent in 2017, down 4.0 percentage points from 2000. [Read Report](#)

Training and Organizational Development News

Don't Let Knowledge Walk Out the Door

IndustryWeek - Norbert Majerus

As Baby Boomers retire, companies wonder how to retain the knowledge that walks out with them. They have spent billions of dollars generating knowledge, and some of them do an excellent job sharing and reusing that knowledge.



Solid knowledge reuse practices prevent companies from wasting time and money reinventing knowledge that already exists. But these companies are not the norm: The average amount of reused knowledge in manufacturing remains low, reportedly about 30%. [Read Article](#)

Prioritize Trust or Risk Your Bottom Line

CFO.com - Bill Theofilou

More than half of 7,000 companies examined experienced a material drop in trust at some point during the past two-and-a-half years.



In the not too distant past, trust was considered a "soft" issue for corporations. Business leaders certainly recognized the importance

of maintaining a strong external image and cultivating trust with stakeholders. But its connection to a company's value and financial performance was always difficult to see.

Today, that's no longer true. With media headlines on everything from tainted food to consumer data breaches or cyber incidents, and from social media to the workplace, "trust" has taken center stage as a pivotal concern for companies. As the digital age ushers in unprecedented visibility and scrutiny into businesses, maintaining trust with six key stakeholders - customers, employees, suppliers, investors, analysts, and the media - has become non-negotiable to earn and keep a healthy bottom line.

Revenues at Risk [Read Article](#)

A Ship without Informal Leaders on Board Is a Sinking Ship

IndustryWeek - John Larson



In the name of self-preservation, middle management and line employees often push back or "slow walk" senior management's direction.

Rapid change is a fact of life in today's continually evolving manufacturing environment. Unfortunately, at many companies, senior management fails to realize how threatening change can be for middle management and line employees. Ultimately tasked with implementing the dictations and vision of top management, these personnel have built up ways of getting work done. Change often makes their tried-and-true approaches no longer relevant-and in some cases, even counterproductive.

In these cases, middle management and line employees often push back or "slow walk" senior management's directions. The end result can be suboptimal implementation of a change initiative or, at best, the eventual implementation of senior management's vision-but at a substantially later date than originally anticipated.

In a worst-case scenario, the vision is never realized, with inertia on the floor grinding the initiative to a slow but eventual halt. [Read Article](#)

Companies Are Upskilling Workers in Response to Job Automation

IndustryWeek - Staff



"The bigger impact of automation will be on the very nature of jobs. Therefore, organizations need to not only manage the adoption of automation, but upskilling and transition of their workforce just as well."

As automation adoption continues to change job roles and demand for new skills, companies face urgent needs to upskill workforces.

A new survey by Capgemini talked to 800 executives and 1,200 employees about how organizations are responding to job automation.

The survey cites Tesla's Elon Musk who admitted that an overreliance on robotic automation and too few human workers is partly to blame for delays in manufacturing Tesla's Model 3 sedan. "Yes, excessive automation at Tesla was a mistake," he said. "To be precise, my mistake. Humans are underrated. We had this crazy, complex network of conveyor belts. And it was not working, so we got rid of that whole thing." [Read Article](#)

Employee Willingness to Go Above and Beyond Hits 3-Year Low

EHSToday - David Sparkman



The number of U.S. employees willing to go above and beyond the call of duty in the workplace has dropped by nearly 10% over the last three years, according to Gartner Inc.'s recent quarterly Global Talent Monitor survey.

In the report for the second quarter of 2018, only 17.8% of workers expressed high levels of discretionary effort, versus 27% in the second quarter of 2015, the global research and consulting company revealed.

Covering roughly the same period, the Gallup organization's research found that while in the United States 33% of employees say they are engaged at work, globally only 15% of employees reported being engaged. [Read Article](#)

5 Surefire Ways to Kill Your Company's Innovation

IndustryWeek - Steven L. Blue



Many CEO's want innovation, but only after "the real work" gets done. News flash: It doesn't work that way.

Innovation is difficult to come by. It is a fleeting concept that eludes most companies. In fact, the odds of a new product idea reaching full

commercialization are less than 4%. And that is the best case.

Preventing innovation, on the other hand, is much easier. Here are five sure-fire ways you can make certain innovation never sees the light of day at your company: [Read Article](#)

Quality News

First, You've Got to Show That You Care

IndustryWeek - Dan Markovitz

You can't get people to care about their work until you first show that you care about them.



The overhead light in aisle two has been burned out for three months. It's hard for the workers in that row to see the small parts they handle and repair. Workers sent a request to the facilities department when the light died, but for some reason nothing was done, and no one bothers to complain anymore.

Fifteen percent of the stations are missing the adjustable stools workers sit on when they're doing repairs. Workers at those stations either stand, or use folding chairs, or office chairs. Another 10% of the stools are missing some of the casters, so the stools wobble when they sit on them. [Read Article](#)

When Improvements Go Bad

IndustryWeek - Robert H. Simonis

Do not improve something that should be eliminated.



In one week, in three different countries, I encountered three examples of actions that were sold as improvements but just months later are now recognized as being part of the problem. All of them saved money compared to what had been the current state. All had reduced waste and were considered application of lean manufacturing. All involved capital investment and approval by the customer. All were seen as a best practice at the time of implementation.

All of them now prevent further improvement and need to be ripped out.

[Read Article](#)

Finding Manufacturing Performance Gaps With OEE

IndustryWeek - Louis Columbus

Overall equipment effectiveness (OEE) continues to gain in popularity as manufacturers seek to quantify plant, manufacturing line, and machine-level performance and find ways each area can be improved.



The metric plays a central role in lean manufacturing by providing valuable data that manufacturers use to produce the highest quality products at the lowest cost within the challenging constraints of short lead times. OEE and comparable manufacturing metrics also are fueling the development of advanced analytics and business intelligence-based software that includes the next generation of manufacturing intelligence applications. [Read Article](#)

Cyber Security and IT News

Companies Must Be Held Accountable for Protecting Customers' Data: Tim Cook

CFO.com - William Sprouse

Speaking at a conference in Brussels, Apple's CEO said Europe's privacy regulations should be a model for policymakers.



The chief executive officer of Apple, Tim Cook, warned that the trade in digital data has exploded into a "data industrial complex" and that background data brokers profit from privacy-hostile business models. He said personal information is being weaponized against people and societies.

"Our own information - from the everyday to the deeply personal - is being weaponized against us with military efficiency," Cook said, as reported by TechCrunch. "These scraps of data, each one harmless enough on its own, are carefully assembled, synthesized, traded, and sold."

Cook and Apple have long sought to position themselves as being on the side of user privacy. The company opposed efforts by the FBI to require it to unlock an encrypted iPhone in 2016. [Read Article](#)

Supreme Court Won't Review Decision That OK'd Obama-Era Net Neutrality Rules

NPR - Bill Chappell

The Supreme Court has rejected telecom companies' attempts to quash a



lower court's decision that upheld net neutrality rules set during the Obama administration. AT&T and other telecoms had asked the high court to void the ruling; the Federal Communications Commission repealed net neutrality last year.

The FCC itself also was in favor of voiding the decision that upheld its 2015-era rules, according to Jessica Rosenworcel, a Democrat on the commission.

"It wasn't enough for this FCC to roll back #NetNeutrality," Rosenworcel said in a tweet. "It actually petitioned the Supreme Court to erase history and wipe out an earlier court decision upholding open internet policies. But today the Supreme Court refused to do so." [Read Article](#)

SLC 2018: Safety Leaders Should Be at the Cybersecurity Table

EHSToday - Laura Putre

Safety and cybersecurity are interconnected in the manufacturing environment. Security breaches can trip systems that stop machinery or alert operators in the event of a problem, damaging equipment, placing people at risk—even causing environmental calamities.

Yet at many manufacturers, the safety and information technology teams do not effectively collaborate. "If you discover a vulnerability in IT, you patch it and move on," says Steve Ludwig, safety programs manager for Rockwell Automation, speaking at the 2018 Safety Leadership Conference in Louisville, Kentucky, last week. "On the [operations technology] side, that's not the case. We need more education in the engineering community about OT risks." [Read Article](#)



US Accuses China of Continuing IP Theft

IndustryWeek - Bloomberg

A new report details intensifying cyber-attacks by Beijing.

The U.S. on Tuesday accused China of continuing a state-backed campaign of intellectual property and technology theft even as the world's two largest economies have descended into a tit-for-tat tariff war.

The new accusations came in a detailed 53-page report released by U.S. Trade Representative Robert Lighthizer's office just 10 days before President Donald Trump is due to meet Chinese President Xi Jinping on the sidelines of a Nov. 30-Dec. 1 Group of 20 summit in Buenos Aires. [Read Article](#)



Mail Scanning Feature for US Postal Office Vulnerable to Fraud Attacks

Sanvada.com - Seth Horowitz, Komando.com

Technology has improved many aspects of our lives over the years with advancements occurring on so many levels. Unfortunately, even the best of intentions where tech is meant to be beneficial can be exploited into causing harm. Such an occurrence has been recently reported as a mail scanning feature designed by the United States Postal Service to be a convenience to customers is being manipulated to leave users vulnerable to fraud attacks.



The Informed Delivery Scam

The United States Postal Service (USPS) last year attempted to make things easier for their customers by providing a digital service. However, an article that recently appeared on the Komando website suggests that criminals are utilizing it to commit identity theft and credit card fraud.

The USPS last year implemented a service called Informed Delivery, which allows the user to preview their mail online digitally through images that are black and white representations of their letter-sized mail. The images will be provided every morning after they are processed by the US Postal Service sorting facilities. [Read Article](#)

Human Resource Management News

Are Annual Performance Reviews Worth the Effort?

Material Handling & Logistics - David Sparkman

More companies are abandoning annual performance reviews that have long been embedded in our workplace culture. They believe better ways beckon and annual reviews too often have fueled litigation.



Annual reviews don't accurately capture the entirety of an employee's contributions, some believe. Unpopular with management and employees alike, they are focused on grading instead of developing employees. How

effective tool are they when they raise ongoing issues for the first time in an annual exercise? Studies show Millennials in particular prefer more frequent feedback. [Read Article](#)

Employees Not as Happy with Technology as C-Suite Thinks

IndustryWeek - Staff

There is often a disconnect between perceptions that the C-Suite holds and those of the staff.



In a recent survey by PwC's "Our status with tech at work: It's complicated," it turns out that a majority of C-suite executives (90%) believe their company pays attention to people's needs when introducing new technologies in the workplace, yet only half (53%) of staff say the same. [Read Article](#)

Millennial Men Leave Perplexing Hole in Hot U.S. Job Market

AreaDevelopment - Bloomberg News, Jeanna Smialek

Men from ages 25 to 34 are less likely to work than before. About 500,000 young men are missing, and it isn't clear why. Nathan Butcher is 25 and, like many men his age, he isn't working.



Weary of long days earning minimum wage, he quit his job in a pizzeria in June. He wants new employment but won't take a gig he'll hate. So for now, the Pittsburgh native and father to young children is living with his mother and training to become an emergency medical technician, hoping to get on the ladder toward a better life. [Read Article](#)

English-Only Workplace Rules May Be Too Big a Risk

Material Handling & Logistics - David Sparkman

Increasing regulatory scrutiny and a more diverse workforce require greater tolerance by employers.



Just a few years ago it was not that unusual to hear widespread reports of employers who wanted to maintain English-only workplaces, and the finely-parsed legal requirements routinely applied that allowed it to happen. Changes in the law and the country's demographics are making it increasingly difficult to justify such requirements.

Even when well-intentioned, these policies may serve as the basis for discrimination claims against employers or be loaded in with other kinds of claims for additional penalties. If you have an English-only policy and state or federal agencies find you have discriminated on the same population regarding wages and working conditions, for example, you can expect they also will scrutinize any workplace for policies aimed at the same protected group. [Read Article](#)

Manufacturers Finding New Sources of Talent

IndustryWeek - Elizabeth Bresnan

Still keeping manufacturers up at night is the search for talent; especially workers with specialized skills.

This need has driven companies to look outside the regular channels for workers.



One organization that is helping to fill that gap is Ability Beyond. The group is a non-profit organization headquartered in Bethel, CT and Chappaqua, N.Y., that provides a wide range of services for over 3,000 people with a disability. The group has a 50-year track record of success in job training and placement. [Read Article](#)

U.S. Department of Labor Issues Wage and Hour Opinion Letters

U.S. Department of Labor

WASHINGTON, DC - The U.S. Department of Labor announced today that it has issued four new opinion letters that demonstrate its commitment to providing meaningful compliance assistance to help employees understand their rights and ensure employers have the tools they need to comply with federal labor law. The letters released today address compliance under the Fair Labor Standards Act (FLSA) and other laws. The opinion letters issued today address: [Read Opinions](#)



Can I Fire an Employee for Wearing a Campaign Button? (And Other Questions about Free Speech in the Workplace)

IndustryWeek - Grant Alexander

On July 6, the fast-food company In-N-Out Burger received a rebuke from



the Fifth Circuit Court of Appeals for its policies requiring restaurant employees to adhere to strict uniforms. The company's policy prohibited the wearing of lapel pins that advocated a \$15 minimum wage in one of its Austin, Texas restaurants.

In-N-Out had appealed a ruling by the National Labor Relations Board (NLRB). The ruling concluded that the company's policy violated Section 7 of the National Labor Relations Act (NLRA), which permits employees to engage in collective bargaining activity. [Read Article](#)

Environmental, Health & Safety News

New Campbell Institute Report Reinvents Safety Triangle

EHS Today - Staff

The Campbell Institute has released a new report that examines the classic safety triangle and suggests a new prevention model.

Serious Injury and Fatality Prevention: Perspectives and Practices takes an in-depth look at serious injuries and fatalities in the workplace.

"Companies in our report know that safety is a work-in-progress with the goal of continuous improvement," said John Dony, Campbell Institute director, the center of excellence for environmental, health and safety at National Safety Council (NSC). [Read Article](#)



Rent-A-Car Safety - Outsourced Safety Programs are Like Rental Cars; They are Just Used, Not Owned.

EHSToday - Terry L. Mathis

When my grandson asked his father to help him get his first car, my son wisely avoided taking the easy way out. Rather than buying him a new car, which would be trouble-free for the first few years, he bought a fixer-upper and began teaching my grandson how to repair and upgrade the vehicle. The knowledge and experience gained is invaluable in making him self-sufficient and self-assured in car ownership and maintenance. The magic was not in the car itself, but in the approach to getting a car to meet the ongoing needs of the driver.



Too many safety programs are "new cars." Organizations hire consultants to perform turn-key implementations and then perform all needed maintenance on the program for years to come. The organization is a car renter rather than a car owner. The expertise needed to maintain and upgrade remains totally external to the organization and an umbilical cord of dependence and ongoing expense continuously connects the organization to the consulting firm. [Read Article](#)

When Safety and Productivity are on the Same Team

New Equipment Digest - Laura Putre

How the top 10% of safety performers make the most of their data.



In the 1980s and early '90s, in order to be safer, companies typically had to slow down. In order to increase productivity, they had to take more risks. Then companies realized that safety couldn't play second fiddle to productivity--they needed excellence in both. Social media had a dramatic effect. Photos, video and accounts of company mishaps could go viral and destroy a brand.

"We can't keep a secret anymore," said Mark Eitzman, director of business development-safety and cybersecurity, for Rockwell Automation. "That has completely changed the landscape from a risk perspective." [Read Article](#)

Don't Be Like Charlie Brown's Teacher

EHSToday - Stefanie Valentic

Training your workers in a traditional lecture style could put them to sleep when it comes to safety.



You remember that class: Napping 101 (although it was more than likely a more academically-focused subject). You would stroll in just in time, or maybe a couple minutes late, knowing the next hour would be the perfect time to sleep.

The teacher's words went in one ear and out the other and sounded much like Charlie Brown's teacher. You somehow retained enough to pass the next test and not fail the class. A few months down the road, you already forgot what you had learned. [Read Article](#)

OSHA Issues Crane Operator Safety Rule

EHS Today

OSHA has announced a final rule aimed at clarifying requirements for crane requirements.



The rule maintains the employer's duty to ensure that crane operators can safely operate the equipment and maintains safety and health protections for workers while reducing compliance burdens. Companies are required to train operators as needed to perform assigned crane activities, evaluate them and document successful completion of the evaluations. [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. Most of the pieces are already there; they just need structure around them to make the training experience work for everyone through the [**accelerated transfer of expertise™**](#).

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