



Proactive Technologies News

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Eight Scenarios That Would Make You Wish You Had a Structured OJT System

by Dean Prigelmeier, President of Proactive Technologies, Inc.



I think one can confidently say that most employer's focus on training the workers they need - to perform the tasks they were meant to perform - has become detrimentally blurry, counterproductive and often non-existent. There are many reasons for that - some legitimate. But without a deliberate, measurable strategy for quickly driving each worker to mastery of the entire job classification, an employer's labor costs (not just wages, but opportunity costs and undermined return on worker investment as well) can be substantial and act as a drag on an organization's performance.

[Many employers are still waiting for the educational institutions to solve the problem.](#) After all, look at all of the money spent on education directed at "training the workers of tomorrow." Yet a lot of the institutional strategies appear to include repackaged tools from the past...and not the ones far enough past that seemed to work. For example, the recent comments made by [education insiders](#) saying we should have kept the [high school vocational programs that were relatively effective until the late 1970's](#) in place. These were phased out when the push to prepare students for college took priority. Now, there is a push for community colleges to "pump out" more apprentices which, if done only to meet numbers but not emphasizing quality of the general training, could be another waste of scarce resources of time, money and opportunity for the trainee, the employer and communities. Another decade lost.

Still, no matter how well or how poorly institutions prepare the workforce for employers, the employer cannot deny their responsibility to continue the training process and train the worker for the organization's specific use. The degree to which they take this responsibility seriously will determine the success of the institution's efforts to prepare workers, how much value the worker adds to the operation, and how well the operation performs in the market. Any apprenticeship that lacks an aggressive structured on-the-job training program cannot be the robust experience it is meant to be. By definition, an apprenticeship without structured on-the-job training really isn't an apprenticeship.

But the success/failure doesn't stop there. A successfully and fully trained (to the tasks required) staff prepares, and keeps, the organization prepared to seize opportunities, adjust to disrupters and weather unforeseen forces. Failure at preparing and maintaining each worker's [job mastery](#), as part of system, can exacerbate an organization's challenges and, potentially, lead to failure or irrelevance of the organization. [Read More](#)

Employers Say They Struggle With a "Skills Shortage," Yet They Cut the Training Budget. What Gives?

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



Everywhere you read these days, you find commentary on the "skills gap" that employers seem to face when trying to find the workers they need for their critical job classifications. Either there is a skills gap or there isn't, and more and more economists are challenging that premise. Some, like Nobel

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prize-winning economist Paul Krugman, say that if there is such a skills gap creating a shortage of skilled labor, then wages should be skyrocketing for those positions in a capitalistic, free market model.

Some point to the exploitation of loop-holes in the U.S. H-1B visa program, recently highlighted in a [CBS 60 Minutes episode entitled "You're Fired"](#) that allows employers to replace long-time, experienced employees with low-wage temporary workers (with no benefits) from countries such as India - even requiring the laid off worker to train their replacement or forego severance pay.

Yet other companies, genuinely experiencing a shortage of skilled workers in their region, seem to either accept the skills gap theory as the norm or have made assumptions that the right skilled workers already came through the front door. Some surprise everyone by redirecting training dollars that should be used to make sure each employee can perform the tasks for which they were hired to programs that are meant to improve performance - skipping the obvious. Trying to improve the performance of employees before being certain they can perform each task exactly seems incredibly counter-intuitive. Focusing dollars on LEAN, Kaizen, Six Sigma, etc. before being certain that employees have mastered each required task may be not only be a waste of money but probably will need to be repeated if the employees finally do master each task, since by then they will have forgotten any improvement techniques or how to apply them to the processes they are performing.

Some wonder why companies have not added to, or are even cutting, their training budgets in response to the challenge. Many of these companies seem to be forgoing structured on-the-job training that only they can deliver, hoping the local educational system, with all the federal funding they have received, will somehow wave a wand and all the skilled labor needed will appear. In a January, 2017 issue of the *Proactive Technologies Report* entitled "[An Anniversary That You Won't Want to Celebrate: 30 Years Later and The Skill Gap Grows - Is it Finally Time to Rethink The Nation's Approach?](#)" the point was made that employers having been waiting on solutions from other than their own operation for decades, but to no avail. It is also significant to note that the U.S. is currently in a new presidential administration that seems to be set on cutting the funding for many of the Departments of Education and Labor workforce training programs these employers have come to rely upon. [Read More](#)

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

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



In a recent article in the Community College Daily News entitled, "[A Shift Back to Trades](#)," which is an excerpt from an article by Matt Krupnick entitled, "[After Decades of Pushing Bachelor's Degrees, U.S. Needs More Trades People](#)," it appears that many in institutions of higher learning are accepting the realization that not everyone is suited for college or a career requiring 4-year, or more, college degrees. Some people learn better, faster and become more productive from a program focused on training rather than the conveyance of knowledge.

Societies have always had a natural division of labor, represented at one end of the spectrum by those who predominantly work with their hands (e.g. craftsman, builders, fixers) and those who primarily work with their accumulated knowledge (e.g. managers, lawyers, teachers). Closer to the center of the spectrum, some of these types of labor overlap, requiring the application of knowledge in practical uses, such as doctors, accountants, software programmers. Traditionally, careers in the latter required a 4-year education or more and experience in the field since the positions were heavy on knowledge requirements and industry-general standardized practices.

At the other end of the spectrum, training is focused on tasks routinely required of the worker - this becomes the focus of mastery of specific tasks of the job area. This is what an employer values and which makes workers valuable. Knowledge conveyed at the point of utilizing it in the task, coupled with the convergence of core skills and core abilities, followed by repetitive practice of precise procedural steps develops trade-specific, higher-order skills. These skills yield a meaningful unit of work that is marketable to an employer in the industry. While one can say that occupations at the other end of the spectrum perform units of work as well, the type of work performed is more "situational" and less repetitive the

required.

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

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[PTIpromo - A Preview of an Upcoming Presentation](#)
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[PTI1004 - If You Can't Find Skilled Workers, Develop Your Own](#)
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[PTI1007 - Structured On-the-Job Training Supports ISO/AS/TS Process Training Requirement Compliance](#)
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[PTI1008 - Preparing your Workers for Growth: Using Lulls Before Growth to Increase Your Worker's Capacity](#)
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[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](#)
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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

higher up the organizational chart.

Leading up to the 1970's, this was understood. In fact, many high schools around the country had very effective "vocational" programs, in many cases as good and relevant as the local community colleges. [Read More](#)

Can't Find The Right Workers? Why Not Train Workers To Your Own To Specification?

Dean Prigelmeier, President of Proactive Technologies, Inc.

According to a recent report by Career Builder.com, more than half of the employers surveyed could not find qualified candidates: 71% - Information-Technology specialists, 70% - Engineers, 66% - Managers, 56% - Healthcare and other specialists, 52% - Financial Operations personnel. According to the National Federation of Independent Businesses, nearly half of small and mid-size employers said they can find few or no "qualified applicants" for recent openings. And anecdotal evidence from manufacturing firms echoes the same challenge with specialty manufacturing jobs such as maintenance, NC machining and technical support positions. This, in large part, can be attributed to the upheaval caused by the Great Crash of 2008 and the following disruption of several million careers. Sidelined workers saw the erosion of their skill bases while waiting years for an economic recovery that, for many, has not reached them yet.

However, many or most of these workers can be "reskilled" or "upskilled" for the current workforce. The solution lies not in waiting for the labor market to magically produce the needed qualified candidates, but rather in each company investing a little to build their own internal system of structured on-the-job training. With such an infrastructure, any candidate with strong core skills can be trained quickly and accurately to any employer's specifications. Furthermore, a strong training infrastructure has factored into it methods of acceptable basic core skill remediation when the benefit outweighs the cost.

No matter how you examine it, **an employer is responsible for training workers to perform the essential and unique tasks of the job for which they were hired.** It is not economically feasible or practical for education systems to focus this sharply. Waiting for them to do so or allowing it to happen by osmosis is risky and costly for the employer, since every hour that passes is one more hour of wage for unproductive output. Add to that the hourly wage rate of the informal on-the-job training mentor/trainer efforts multiplied by the number of trainees and this becomes a substantial cost that should attract any manager's attention. [Read More](#)

Take Advantage of Proactive Technologies' Spring "Turn-Key Project" Discount Offer

March 1st - April 30th, 2019!

[Learn more](#) and get ready to maximize worker performance while minimizing your investment to do so!

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

March, 2019

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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What keeps you up at night? Is one of them what will happen to worker and organizational capacity if staffing levels change (increase or decrease)? Or if changes in market conditions, technology, processes, organizational structure and product lines change the work to be performed? **Do you feel prepared?**



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1. Capture current expert worker expertise and manage it for change;
2. Use it to accelerate the transfer of expertise to next worker;
3. Measure and improve processes and worker performance;
4. Monitor progress and report.



You probably have all the pieces of a strong worker training program in place. **What you may be lacking is a proven method and support to set your system up and provide implementation technical support so you can focus on business.**

Why not take a few minutes to find out more about Proactive Technologies' **PROTECH™ system of managed human resource development for the accelerated transfer of expertise™?**

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Industry News

DOMESTIC ECONOMIC DATA

Gross Domestic Product

US Department of Commerce - Bureau of Economic Analysis

Real gross domestic product (GDP) increased 2.6 percent in the fourth quarter of 2018, according to the "initial" estimate released by the Bureau of Economic Analysis. In the third quarter, real GDP increased 3.4 percent.

[Read Report](#)



Personal Income and Outlays

US Department of Commerce - Bureau of Economic Analysis

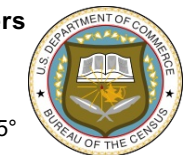
Personal income decreased 0.1 percent in January after increasing 1.0 percent in December, the largest increase since December 2012. Wages and salaries, the largest component of personal income, increased 0.3 percent in January after increasing 0.5 percent in December.



Manufacturers' Shipments, Inventories, and Orders

US Census Bureau

New orders for manufactured goods in December increased \$0.3 billion or 0.1 percent to \$499.9 billion. December 2018: +0.1% change; November 2018 (r): -0.5% change. [Read Report](#)



Advance Report on Manufacturers' Shipments, Inventories, and Orders

US Census Bureau

New orders for manufactured durable goods in December increased \$3.0 billion or 1.2 percent to \$254.4 billion. December 2018: +1.2% change; November 2018 (r): +1.0% change. [Read Report](#)



Job Openings and Labor Turnover

US Bureau of Labor Statistics

Upcoming Revisions and Methodology Changes

As part of an annual process, the January 2019 data release on March 15, 2019, will incorporate the annual updates to the Current Employment Statistics employment estimates and the JOLTS seasonal adjustment factors. Unadjusted data and seasonally adjusted data from December 2000 forward are subject to revision. Additionally, a new methodology for item imputation will be implemented. [For more information on this error and correction plans](#)



Plastics Manufacturer Acquires Medical Device Maker

ThomasNet - Andy Szal

A Boston investment fund has overhauled its plastics





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manufacturing subsidiary following the addition of a Colorado medical device maker.

New Heritage Capital partner Judson Samuels told the Colorado Springs Gazette that Eptam Plastics was rebranded as Eptam Precision to better reflect its acquisition of Relius Medical's metal machining operations. Relius, which included the assets of defunct medical device manufacturer Magnum Tool, is expected to remain in Colorado Springs and retain its workforce. [Read Article](#)

US Factory Gauge Rises From Two-Year Low as Orders Recover

IndustryWeek - Bloomberg

A gauge of U.S. factories rose in January from a two-year low as measures of new orders and production snapped back following steep declines the prior month, indicating a more stable outlook for manufacturing at the start of 2019.



The Institute for Supply Management index unexpectedly rose to 56.6, exceeding all economist estimates in Bloomberg's survey and rebounding after the steepest drop in a decade, data showed on Feb. 1. The gauge was propelled higher by the orders index jumping by the most since 2014 and the biggest gain for production in eight years. [Read Article](#)

Investors Call on Food Supply Chain to Reduce Climate, Water Risk

Material Handling & Logistics - Staff

Investor groups want the fast-food industry to adopt a supplier policy with clear requirements for suppliers of animal protein products to report and reduce greenhouse gas emissions and freshwater impacts.



Global investors representing more than USD \$6.5 trillion on Jan. 29 today called on six of the largest companies in the \$570 billion global fast-food sector to act urgently on the climate and water risks in their supply chains. The investors have sent letters to Domino's Pizza, McDonald's, Restaurant Brands International (owners of Burger King), Chipotle Mexican Grill, Wendy's Co. and Yum! Brands (owners of KFC and Pizza Hut). [Read Article](#)

Stanley Black & Decker Plans to Reshore Some Overseas Production

ThomasNet - Andy Szal

Tool manufacturer Stanley Black & Decker expects to create nearly 200 new U.S. jobs by relocating its suburban Dallas operations and adding a third production line.



The Fort Worth Star-Telegram reports that the city is vying with a location near Dayton, Ohio, to house the production currently located in Farmers Branch, Texas. By 2020, the company is expected to invest \$30 million in a new facility that would, in total, employ more than 500 people.

Some of the new positions would be moved from an overseas factory. Stanley Black & Decker officials said the company plans to add more U.S. production for a part currently produced abroad. [Read Article](#)

GE Wins US Army's Improved Turbine Engine Program

American Machinist - Staff

\$517-million award covers the engineering, manufacturing, and development phase of the program, which seeks to re-engine the Apache and Black Hawk engines.



The U.S. Dept. of Defense has selected GE Aviation's T901-GE-900 engine for the Engineering and Manufacturing Development (EMD) phase of the Improved Turbine Engine Program (ITEP), the U.S. Army's project for replacing the engines in its fleet of Boeing AH-64 Apaches and Sikorsky UH-60 Black Hawks. The \$517-million award covers the engineering, manufacturing, and development phase of the ITEP.

According to reports, GE Aviation's won the order against a competing proposal submitted jointly by Pratt & Whitney and Honeywell Inc. [Read Article](#)

Boeing Awarded Special Ops Chopper Contract

ThomasNet - Jeff Reinke pter

The DoD recently tabbed Boeing for the finalization of four new -built MH-47G Chinook Block II special operations helicopters. The deal is valued at \$39 million. According to the Pentagon,



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"This action is required to satisfy an urgent need to sustain U.S. Special Operations Forces heavy assault, rotary wing aircraft in light of increased SOF operational demands."

The Army currently has 69 MH-47G helicopters, which is a special-forces variant of the Chinook. Last summer, Boeing received a \$139.8 million contract for initial procurement of the four helicopters, and then received another \$43 million in November. [Read Article](#)

General Dynamics Wins \$719M Planning Contract from US Navy

American Machinist - Staff

The U.S. Navy awarded \$126 million to General Dynamics Bath Iron Works to proceed to plan yard services for the next series of DDG 51 Arleigh Burke-class guided missile destroyers. The contract covers the first year of the construction program for the destroyers, plus options for four more years.



Planning yard services include design, material kitting, logistics, planning and execution. The majority of the Planning Yard services work will be performed at Bath Iron Works in Bath, Maine, a General Dynamics division.

Bath Iron Works also currently manages post-delivery maintenance and modernization activities for DDG 1000-class ships and LCS-class ships. [Read Article](#)

Jobs-to-Be-Done Theory: The Key to Long-Term Business Growth

ThomasNet - Sam Klaidman

In today's ever-evolving marketplace, companies of all kinds are on the lookout for ways to stimulate innovation and create lasting growth. The answer may just lie in the jobs-to-be-done (JTBD) theory.



Tony Ulwick originated the theory and processes of JTBD and outcome-driven innovation (ODI) in the late 1980s and early 90s. JTBD is built around the theory that people purchase products and services to get jobs done. In completing jobs, people are trying to achieve specific measurable outcomes.

JTBD, then, connects businesses' value creation activities to consumer-defined metrics.

Why Is JTBD the Answer? [Read Article](#)

Tyson Faces Sluggish Sales, While Trying to Expand Globally

IndustryWeek - Bloomberg

On the same day that America's biggest meat company disappointed investors with sluggish sales, it showed them what it's doing about it: chasing greener pastures abroad.



Tyson Foods Inc. said low pork and chicken prices dragged down sales in the first quarter, according to a statement Thursday. To combat the lackluster market conditions, the meat giant has turned to deals to expand its global footprint and its offerings of value-added products, like chicken nuggets. Earlier in the day, Tyson said it was purchasing six facilities from Brazil's BRF SA for \$340 million, including operations in Asia and the U.K.

[Read Article](#)

Tesla Faces Heavy Lift as Model 3 Enters Europe and China

IndustryWeek - Bloomberg

Investors and analysts are now focused on the demand trends experienced by Tesla in all of its markets.



For Tesla Inc. (NASDAQ: TSLA) investors, the last year was all about whether the company could make enough cars at a stable rate. This year is going to be all about who would buy those cars.

As Tesla gears up to expand into Europe and China, investors and analysts are now focused on the demand trends experienced by the company in all of its markets. "Tesla has now shifted from a production story to a demand story," Wedbush analyst Daniel Ives wrote in a note to clients on Monday, adding that Norway, the

Netherlands, and Germany are front and center as the countries with strong pent-up demand for Model 3s in Europe. [Read Article](#)

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MEMORABLE QUOTES

...a person and an organization must have goals, take actions to achieve those goals, gather evidence of achievement, study and reflect on the data and from that take actions again. Thus, they are in a continuous feedback spiral toward continuous improvement. This is what 'Kaizan' means.

[W. Edwards Deming](#)

American engineer, statistician, professor, author, lecturer, and management consultant
1900-1993

"One may not always know his purpose until his only option is to monopolize in what he truly excels at. He grows weary of hearing the answer 'no' time and time again, so he turns to and cultivates, monopolizes in his one talent which others cannot possibly subdue. Then, beyond the crowds of criticism and rejection, the right people recognize his talent - among them he finds his stage."

[Criss Jami, Killosophy](#)

American poet, essayist, musician, singer, designer, lyricist, and existentialist philosopher
1987-

"We have always known that heedless self interest was bad morals, we now know that it is bad economics."

[Franklin Delano Roosevelt](#)

Often referred to by FDR, American statesman and political leader; served as the 32nd president of the

Despite Late Decline, Machine Tool Orders Impress

American Machinist - Staff

December delivered second consecutive monthly decline, but 2018 full-year total is up 19.4% to \$5.45 billion.



U.S. manufacturers' new orders of machine tools decline for the second consecutive month during December 2018 to \$443.2 million, down 2.1% from November, and down 5.8% from December 2017. The full-year value of machine shops' capital equipment ("manufacturing technology") purchases during 2018 was \$5.45 billion, which indicates a 19.4% increase in orders over the 2017 full-year total. [Read Article](#)

Airbus To Stop Production Of A380 Superjumbo Jet

NPR - Matthew S. Schwartz

Emirates' inaugural A380 flight to San Francisco

International Airport approaches the gate in 2014. Airbus announced Thursday it's stopping production of the A380 in 2021 after Emirates canceled dozens of orders.



European aerospace behemoth Airbus has announced it will stop building its A380 superjumbo jet after the plane's biggest customer, Dubai-based Emirates Airline, cut its order by 39 planes.

Airbus has "no basis to sustain production, despite all our sales efforts with other airlines in recent years," CEO Tom Enders said in a statement Thursday, adding: "Today's announcement is painful." Airbus says it will deliver its final A380 to Emirates in 2021. [Read Article](#)

Harley-Davidson Embraces A New Sound As It Enters The Electric Era

NPR All Things Considered - Camila Domonoske

Harley-Davidsons are famous for their iconic deep rumble.

But the Milwaukee-based motorcycle maker's latest model features an electric motor that emits a high-pitched whirring sound. Will Harley fans go along for the ride?



After five years of tweaking and preparation, Harley-Davidson's long-awaited electric motorcycle will start rolling out to dealerships this summer.

The company says electric bikes are the future. A number of startups are already marketing electric motorcycles, and Harley doesn't want to be left in the dust. It wants to attract new customers, and it's eyeing growth in urban centers - and eventually in overseas markets, including Asia, where electric scooters and motorcycles are popular. [Read Article and Hear Podcast](#)

Amazon's Retreat on New York City Headquarters Followed Unexpected Backlash

New York Times - J. David Goodman

Amazon on Thursday canceled its plans to build an

expansive corporate campus in New York City after facing an unexpectedly fierce backlash from lawmakers, progressive activists and union leaders, who contended that a tech giant did not deserve nearly \$3 billion in government incentives.



The decision was an abrupt turnabout by Amazon after a much-publicized search for a second headquarters, which had ended with its announcement in November that it would open two new sites - one in Queens, with more than 25,000 jobs, and another in Virginia.

Amazon's retreat was a blow to Gov. Andrew M. Cuomo and Mayor Bill de Blasio, damaging their effort to further diversify the city's economy by making it an inviting location for the technology industry. [Read Article](#)

US Manufacturing Production Unexpectedly Contracts in January

IndustryWeek - Bloomberg

U.S. factory production unexpectedly contracted in January, shrinking the most in eight months on weakness in the automotive sector and indicating a weak start to the year as headlines including a trade war with China weighed on factories.



Manufacturing output fell 0.9% after a downwardly revised 0.8% increase in the prior month, Federal Reserve data showed Friday. The results missed the Bloomberg survey median forecast calling for an unchanged reading. Total industrial production, which also includes mines and utilities,

Recent Proactive Technologies News Article Quicklinks

February

[Is it Possible to Close the "Skills Gap" if Focused on the Symptom, Not The Cause?](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc

[Internships of Value - For Employer and Intern](#)

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

[Workforce Development Partnerships That Last: My Experience](#)

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

[Do U.S. Productivity Measures Measure Productivity?](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

January

[Yet Another Reason Structured On-The-Job Training Should Be Part of Any Company's Business Model - New ISO 30414 Standards for Human Capital Metrics](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[A "Pay-for-Value" Worker Development Program - Fair to Management and Workers, and Effective Too!](#)

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

[Proactive Technologies Discount Program Ends, But..."Low-Risk" Pilot Approach Option Remains in Effect](#)

by Proactive Technologies, Inc. Staff

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

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

[Replicating Your Best Performers](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

December

[Is It Possible To Improve Worker Performance Without Documented Task Mastery?](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

["Realistic Job Previews" Can Be a Useful Tool for Measuring a](#)

contracted 0.6% after a revised 0.1% rise that was also revised down. Key Insights: [Read Article](#)

NAM's Immigration Proposal Supports Wall and STEM Programs

IndustryWeek

Manufacturers are frustrated by the lack of a solution to the immigration issue, says the National Association of Manufacturers (NAM).

So, the group proposed a solution; a 16-page immigration and border security proposal titled "A Way Forward."



"America has now endured two government shutdowns brought on by different disagreements over immigration, illustrating how divisive this debate has become," said NAM CEO Jay Timmons. "It has left manufacturers-and the country as a whole-both rightly frustrated and more eager to achieve a real immigration solution."

"Manufacturers are in the business of building bridges and creating solutions, so with our leaders in desperate need of a way forward on essential immigration and border security reforms, we are releasing a detailed, pragmatic approach that will make America safer and our economy stronger and smarter for decades to come. [Read Article](#)

The Slow Exodus of Multinational Manufacturers

IndustryWeek - Michael Collins

I saw the headline that General Motors had announced they were closing four U.S. auto plants, and one of them was in Lordstown, Ohio. This announcement caused me to flash back to another Ohio plant closure-the Ford assembly plant in Lorain, Ohio.



Every time I went to Cleveland on business I stayed in Huron, Ohio, near Lake Erie. After I left the airport, my route took me through Lorain and by the huge Ford assembly plant. This plant opened in 1958, producing nine different Ford models through 2005, when it closed. With its huge empty parking lot, it was a stark reminder of what is happening to American manufacturing. [Read Article](#)

Lockheed Reveals New Fighter Jet

American Machinist - Staff

Proposed F-21 would be developed for Indian defense forces, built in India in collaboration with Tata Advanced Systems.



Lockheed Martin Corp. proposed a new fighter aircraft design for the Indian defense forces, to be built in that country in collaboration with Tata Advanced Systems, an Indian weapons-systems integration company and a significant supplier to the Indian defense and security sector. According to reports, the F-21 fighter is in among the programs under consideration for an estimated \$15-billion program to replace the Indian Air Force's Soviet-supplied fighter aircraft.

A video released timed to the announcement at an Indian air show revealed single-seat aircraft empowered by an array of missiles and outfitted with advanced sensor technology. It would be available for air-to-air and air-to-ground combat. It's not exactly "new" though-the rest of the world knows this plane as the F-16. [Read Article](#)

PSA Group Plots Comeback in North America With Peugeot Cars

IndustryWeek - Bloomberg

Move is expected to lessen dependence on struggling European market.



With the auto industry in retreat and U.S. President Donald Trump threatening new tariffs on European cars, France's PSA Group is stepping into the fray with a plan to re-enter North America with the Peugeot brand.

A quarter century after the manufacturer quit selling cars in the U.S., the world's second-biggest market, Chief Executive Officer Carlos Tavares said Tuesday PSA will start shipping vehicles from Europe or China in 2026. [Read Article](#)

Surprises Lurk in Manufacturers' EHS Legal Forecast

EHSToday - David Sparkman

Clean water, toxic substances, emerging contaminants and safety enforcement top the list.



Legal and regulatory challenges, some of them barely on manufacturers'

[Prospective Employee's](#)

[Transferable Task-based Skills](#)

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

[Proactive Technologies Discount Program Ends, But... "Low-Risk" Pilot Approach Option Remains in Effect](#)

by Proactive Technologies, Inc. Staff

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

November

[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.

radar, are headed straight at those industry professionals and executives responsible for grappling with environmental, health and safety (EHS) issues at their companies.

Some of these developments were discussed recently by Megan E. Baroni an attorney specializing in EHS legal practice at the law firm of Robinson & Cole. Here is a quick rundown of her observations. [Read Article](#)

Financial News

GE Soars as Subprime Settlement Boosts New CEO's Rescue Plan

IndustryWeek - Bloomberg

General Electric Co. (NYSE:GE) surged as its new boss honed plans to cut debt and tackled a thorny overhang from last decade's subprime mortgage debacle.



GE reached an agreement in principle to settle a Justice Department probe into its defunct subprime-mortgage unit for \$1.5 billion, the company said in a statement Thursday as it reported earnings. The move, in line with an earlier reserve, eased investor fears as Chief Executive Officer Larry Culp stepped up efforts to pare the battered manufacturer's debt load. [Read Article](#)

Accounting Watchdog Finds Ongoing Problems at KPMG

CFO.com - William Sprouse

The Public Company Accounting Oversight Board (PCAOB) said half of the 52 audits it inspected from top accounting firm KPMG were seriously deficient and KPMG was not as committed to quality as the accountancy claimed.



"In 26 audits, certain of these deficiencies were of such significance that it appeared to the inspection team that the firm, at the time it issued its audit report, had not obtained sufficient appropriate audit evidence to support its opinion," the PCAOB said in its report.

The accounting watchdog also released a revised inspection report for 2016 that found deficiencies in 22 of 51 engagements. [Read Article](#)

SEC Accuses Four Firms of ICFR Deficiencies

CFO.com - Matthew Heller

Four public companies have been fined a total of \$435,000 for failing to remedy material weaknesses in their internal controls over financial reporting for seven to 10 consecutive annual reporting periods.



The U.S. Securities and Exchange Commission said two of the companies - Mexican steel producer Grupo Simec and kefir smoothie maker Lifeway Foods - failed to complete the required evaluation of the effectiveness of their ICFR systems for two consecutive annual reporting periods and that Grupo Simec is still in the process of remediating its material weaknesses. Software maker Digital Turbine and biotech firm Cytodyn were also cited by the SEC for ICFR deficiencies. All four companies agreed to settlements, with Grupo Simec paying the largest fine of \$200,000. [Read Article](#)

Lockheed Sells Pension Risk

CFO.com - William Sprouse

Lockheed Martin announced it offloaded \$2.6 billion in pension obligations to insurance companies in December. The defense contractor said it transferred \$1.8 billion of defined-benefit pension obligations to Prudential Insurance Company of America. It also reached an \$800 million pension risk-transfer deal with Athene Holding under which the insurer will reimburse Lockheed's pension trust fund for future benefit payments to about 9,000 beneficiaries.



CFO Bruce Tanner told investors and analysts on the company's earnings call that the transactions would insulate the company from volatility associated with \$2.5 billion in current pension obligations. "We think this creates a win-win situation, providing the same benefits to retirees going forward, while reducing future volatility for the business and our customers," Tanner said. [Read Article](#)

Companies' Stated Cash Intentions Merit Skepticism

CFO.com - David McCann

Will companies at long last begin to spend down their cash holdings rather than let their piles continue to swell, as they've been doing for several years?



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 Tricky

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, So Will Challenges to Developing Workers

by Dean Prigelmeier, President of Proactive Technologies, Inc.

More Employers Finding Ways To Strategically Ensure Fair Pay

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

Pre-Employment Physical Ability Tests Can be a Legal Liability If Not Done Right

by Jim Poole, President of Lifetime Learning, LLC

Keeping Employers Engaged in Regional Workforce Development Projects

by Dean Prigelmeier, President of Proactive Technologies, Inc.

Visit the Proactive Technologies website "[News and Publications](#)" page for Past Newsletters and Archived Articles



We Partner With Educational Institutions, Workforce/Economic Development Groups, Government Agencies.

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

This creates a steady need for your related technical instruction, services and a pathway for employment.

These partnerships:

If you believe what a majority of companies are saying, the answer is yes. But should you believe them? Not necessarily.

In the Association for Finance Professionals' latest quarterly AFP Corporate Cash Indicators survey, which included 194 participants, the index reading for the first quarter of this year was -5.

The index reflects the percentage of senior treasury and finance professionals who said they expected their cash and short-term investment holdings to increase in the current quarter (26%), minus the percentage who anticipated such holdings to decrease (31%). [Read Article](#)

Is Your Plant Prepared for a Natural Disaster?

IndustryWeek - Katherine Klosowski

Natural disasters can seriously disrupt manufacturing operations. If your plant (or critical supplier) is crippled for weeks or months, your revenue, reputation and shareholder value could hang in the balance. If your competitors rebound more quickly than you do, they may gain a competitive advantage.



It's not enough to have insurance to cover your losses because it may never make your business completely whole again. That's why it is important to take steps to prevent loss in the first place.

Here are seven actions manufacturers should take to minimize the effect of a major storm, quake or fire on their operations: [Read Article](#)

Automaker Retirees Racked Up a \$2 Billion Pharmacy Bill in 2018

IndustryWeek - Bloomberg

A retiree health-care trust set up by Detroit automakers and the United Auto Workers union described quite the medical bill on Capitol Hill this week: \$4.2 billion.



The expenditures, outlined by Alan Reuther, legislative consultant for the UAW Retiree Medical Benefits Trust, covered 656,000 retired union members and their dependents. Almost half of that sum -- \$2 billion -- went to prescription drugs, Reuther told the House Ways and Means Committee, which held a hearing Tuesday on rising costs.

About 80% of the trust's members are covered by Medicare, and the trust provides supplemental coverage for prescription drugs, plus other health costs. [Read Article](#)

How the Worst Launch in Pharma History Spurred Opioid Surge

IndustryWeek - Bloomberg

Insys Therapeutics Inc. founder John Kapoor was so determined to get back the millions he spent launching the company that he led Insys on a disastrous path of pushing its addictive opioid drug on patients who didn't need them, according to his former CEO, Michael Babich.



The way Kapoor ignored his subordinates, "you really don't want to push back because once he makes up his mind, the decision is done," Babich told a Boston jury at Kapoor's racketeering trial on Tuesday. His demands contributed to a shift in marketing strategy after the company's fumbled launch of its Subsys painkiller in March 2012, Babich said. [Read Article](#)

Their Home Survived The Camp Fire - But Their Insurance Did Not

NPR Weekend Edition Sunday - Pauline Bartolone/Capital Public Radio

Tom and Tamara Conry were dead set on returning to Paradise after the deadly Camp Fire destroyed the town last November. The couple's home was barely touched by the fire, and most other survivors had a much steeper climb to recovery.



But when their property insurer, American Reliable, notified them in December that it wasn't renewing the couple's homeowner's coverage, they realized that returning home would be even harder than expected. "Getting that letter was like a slap in the face," Tamara Conry said. "Right now, when it's going to be the hardest time ever to get insurance at any kind of reasonable price, that's when you non-renew us?" [Read Article](#)

Investors Overreact to Restatements in the Short Term

CFO.com - Derryck Coleman and Kati Manyak, Contributors

Share prices fall unrealistically low around the time of restatement



- enhance your institution's opportunity to market your products and services to incumbent workers;
- 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!
- is a win for the trainee, win for the worker, win for the employer, win for the institution and win for the community!

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

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accountings but then show abnormal positive returns over the longer term.

A financial restatement is perhaps the most significant indication of an accounting failure. Inability to provide reliable financial statements may shake investor confidence and raise concerns about a company's overall health.

Moreover, a material restatement caused by an accounting irregularity may cast doubt on management integrity and expose the company to regulatory scrutiny or litigation.

Indeed, extensive prior academic research has documented notable, negative stock returns before and around the dates restatements are announced. However, post-event price movements have been less documented. In our opinion, such a study was worth exploring. [Read Article](#)

Banks See Tighter Standards on Loans in 2019

CFO.com - Matthew Heller

U.S. banks are expecting tightened lending standards and weaker demand for business loans this year, with loan performance deteriorating, according to the Federal Reserve.



The Fed's January survey of senior loan officers found moderate net fractions of banks said they expect to tighten standards on commercial and industrial loans to firms of all sizes, while significant net shares expect to tighten standards for all commercial real estate categories.

Demand is expected to weaken for all business loans, with moderate net shares of banks expecting weaker demand for C&I loans to firms of all sizes, significant net shares expecting weaker demand for CRE loans secured by multifamily properties or nonfarm nonresidential properties, and a major net share expecting weaker demand for construction and land development loans. [Read Article](#)

Waning Trust in Corporate Leadership Brings a New Urgency to Transparency

CFO.com - Brian Peccarelli

Nissan Chairman Carlos Ghosn is jailed for violating financial reporting laws. CBS CEO Les Moonves steps down amid accusations of widespread sexual harassment. Two former advisers to the President of the United States are found guilty of violating a range of tax laws, campaign finance laws, and obstruction of justice. Is it any surprise that Americans don't have much trust in corporate leaders these days?



As if we needed proof, the closely-watched Edelman Trust Barometer revealed that the public's overall level of trust in businesses and the government suffered its largest-ever-recorded drop last year. The decline was most pronounced in the U.S., which fell nine points, making it one of the lowest 28 countries surveyed, below Russia and South Africa.

This is a big problem. The growing distrust of leadership - both corporate and governmental - will impact profitability and productivity, creating a significant drag on economic growth. There's only one solution: Transparency. The problem of waning trust in corporate leadership is bigger than a public relations issue. It can be linked directly to profit and worker productivity. [Read Article](#)

CEO Pay Ratio Rule Is 'Disclosure by Soundbite'

CFO.com - David McCann

New academic analysis pulls no punches, calling the ratio "lacking in accuracy, difficult to interpret, and incomplete." Opponents of the CEO pay ratio rule have a new ally: a comprehensive academic analysis that methodically constructs a case for the rule's worthlessness.



The rule, which the Dodd-Frank Act authorized in 2010 and the SEC implemented for 2018 fiscal years, requires public companies to publish in their annual reports the ratio between the total compensation of the company's CEO and that of its median-paid employee.

The 56-page paper, by law school professors Steven Bank of UCLA and George Georgiev of Emory University, is aptly titled "Securities Disclosure as Soundbite." Unlike every other SEC-required disclosure, the CEO pay ratio may be reported absent any context whatsoever. All that's required is the ratio itself, such as "300:1." [Read Article](#)

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To supplement onsite PROTECH™ system of managed human resource development classes, these regularly scheduled webinars are available to the registered staff of clients:

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

TPS in the Age of Disruption

IndustryWeek - Jill Jusko

How do you address a "once-in-a-century profound transformation"? If you are Toyota, by leaping in, by reinventing the wheel and also by going back to what got you there.



What do you do when immense changes are sweeping your industry at a pace never experienced before? When you're facing competitors never before on the radar? When you're an industrial giant that's experienced huge success, to such a degree that the eyes of other industrial giants are glued to how you get things done?

If you're Toyota, you jump right in, you revisit the basics and you pump up the speed.

What? [Read Article](#)

Some Americans Face a Costly Surprise This Tax Season: Tiny Refunds or Bigger Bills

USA Today - Janna Herron

It's tax time again. In your rush to get your taxes done, don't make these six mistakes.



For some Americans, this tax season has come with an unwelcome surprise: either a smaller-than-expected refund or, even worse, a jarring bill from Uncle Sam.

Most got their tax savings in their paychecks during the year, but the loss of a sizable refund is hitting their finances now. Some are getting refunds that are half their normal size, while others are thousands of dollars in the hole for the first time.

To manage, they are readjusting their spending plans to align with a smaller refund. People who owe are pulling from savings, taking out a loan or signing up to pay off the IRS in installments. They plan to consult with tax pros so they can avoid another money disaster next year. [Read Article](#)

Banks Made Record Profits Last Year Thanks to the Republican Tax Cuts

The New York Times - Emily Stewart

In 2018, the Republican tax cut bill delivered a major profit boost to ... banks.



Banks last year made a record \$236.7 billion in profits, the Federal Deposit Insurance Corporation said on Thursday. Had the tax law not been enacted, banks still would have done well - the FDIC estimates they would have made \$207.9 billion in 2018. But the law tacked an additional \$28.8 billion onto their profits. In the fourth quarter alone, more than half of the increase in net income for banks came from the tax bill.

Even without the tax bill, times are good in the banking industry a decade after the Great Recession. Bank profits overall increased by \$72.4 billion, or 44 percent, from their 2017 level. Interest rate increases by the Federal Reserve helped banks earn more in interest, and loan growth in the industry is strong. Just 6.5 percent of banks were unprofitable in the last three months of 2018, versus 16.6 percent the year prior. [Read Article](#)

You asked, We Answered: Why Didn't Any Wall Street CEOs Go to Jail After the Financial Crisis? It's Complicated.

NPR Marketplace

Why didn't any Wall Street CEO go to jail after the financial crisis? It's a question we were frequently asked throughout our reporting of the 10-year anniversary of the financial crisis. The financial crisis of 2008 altered so many lives: Millions of people lost their homes, their jobs and their savings. It set off a recession that collectively destroyed over \$30 trillion of the world's wealth. And though the crisis grew out of big banks' handling of mortgage-backed securities, no Wall Street executive went to jail for it. So what happened? [Read Article and Hear Podcast](#)



International News

Mexico, Latin America, South America and the Caribbean

The PROTECH™ system of managed human resource development:

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

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

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El Salvador Elects New President, Breaking Decades-Long Control By 2 Parties

NPR - Sasha Ingber

The people of El Salvador have chosen a new politician to lead the country, ending three decades of control by two political parties.



Nayib Bukele, 37, held his wife's hand and waved to crowds as Coldplay's "Viva La Vida" boomed from the speakers. "This day is a historic day. This day, El Salvador destroyed the bipartisanship," he said.

The former mayor of San Salvador, Bukele campaigned on a promise to fight corruption and as an alternative to the country's two main political parties: the right-wing Nationalist Republican Alliance - ARENA - and the left-wing Farabundo Martí National Liberation Front - FMLN - which became the ruling party in 2009. [Read Article](#)

Ford Plans to Shutter Brazil Plant

IndustryWeek - Bloomberg

Ford Motor Co. (W 500/3) is shutting a factory in Brazil in an attempt to turn around its money-losing South American business, dealing a blow to Jair Bolsonaro less than two months into his presidency.



The automaker expects to record \$460 million in charges related to exiting the heavy-truck business in all of South America, according to a statement. It's halting production this year at its São Bernardo do Campo assembly plant, which employs almost 2,800 workers building Cargo, F-4000 and F-350 trucks, plus the Fiesta small car. [Read Article](#)

Canada, Europe and Great Britain Lufthansa Airlines Sues Customer Who Skipped Part Of His Return Flight

NPR - Bill Chappell

Germany's Lufthansa airline hopes to put the brakes on the practice of "hidden city" ticketing, saying a passenger owes it more than \$2,000 because he didn't use part of his round-trip route.



Germany's Lufthansa Group Airlines is suing a passenger who found a cheap way to travel between several cities in Europe and the U.S., saying the customer broke its rules when he skipped part of his return flight on a round-trip ticket from Oslo to Seattle. Now it wants him to pay more than \$2,000 to make up the difference.

The man used a method to book his multistop trip that's known as "hidden city" ticketing - where travelers find layover cities on an airliner's route that are cheaper than a direct flight from one city to another. [Read Article](#)

India, the EU and the Hard Realities of a Post-Brexit World

DeutscheWelle

If Brexit is one day to be seen as a success for Britain, the country's economic ties with India would need to flourish in the years ahead. But the EU's relations with both countries will overshadow everything.



At the core of many ardent Brexiters' vision of a post-EU future is a glorious renaissance of its former colonial trade links, powered by a curiously nostalgic view of the British Empire.

"Global Britain" is the buzz term that Brexit supporters, and indeed the UK government, have given to this reverie. The governing idea is that once the UK manages to finally cast off the EU's yoke, it will be able to strike its own trade deals with countries around the world.

Such a vision inevitably places India high up the wish list. Its population is 1.3 billion and its rapidly growing economy is, by IMF and UN estimates, the seventh-largest in the world. [Read Article](#)

Germans Trust China More Than the US, Survey Finds

DeutscheWelle

Germans have little faith in the US as an ally under President Donald Trump, a survey has found. More than 40 percent even trust Beijing more than Washington.



Germans have an increasingly negative view of the relationship between

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

Let's start with what we already know:

- Classes alone will not train workers to perform your tasks...
- Quality Control policies and Process Documents are not a substitute for task training...
- Putting 2 people together and hoping for the best is not a training strategy...
- 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, unstructured, uncontrolled, undocumented task training is going on all day, every day. **But if you cannot explain the process, you surely cannot measure and improve it.**

Proactive Technologies's approach to 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.

You probably have most of the pieces already in place; they just need structure around them to make the training experience work for everyone through the [accelerated transfer of expertise™](#).

As part of every project, **Proactive Technologies provides the support to set-up, implement, manage, document and revise the worker development system so you can stay focused on business.**

[Ask your Proactive Technologies, Inc. representative](#) about the [PROTECH™ system of managed human resource development](#)

their country and the US, a survey indicated, with many seeing China as a more reliable partner.

Just over 42 percent of Germans who took part in the study said they saw China as a more reliable partner than the US, compared with 23.1 percent who favored the US over China.

The study was carried out by the research organization Civey and the not-for-profit group Atlantik-Brücke (Atlantic Bridge), which promotes greater cooperation between the US and Germany. [Read Article](#)

Asia, India and Australia India and Pakistan in 'Uncharted Waters'

BBC - Soutik Biswas, India correspondent

"We are in uncharted waters," says Husain Haqqani, alluding to the latest round of heightened hostilities between India and Pakistan.



The former Pakistani ambassador to the US served as an adviser to three Pakistani prime ministers. He is the author, most recently, of *Reimagining Pakistan: Transforming a Dysfunctional Nuclear State*.

After Tuesday's air strikes by India targeting militants in Pakistani territory, Pakistan promised to respond "at the time and place of its choosing". Less than 24 hours later, Pakistan said it had launched air strikes across the Line of Control (LoC) dividing Pakistan and Indian-controlled Kashmir. It also claimed to have shot down two Indian Air Force jets in its airspace in Kashmir and arrested two pilots on the ground. India has shut down parts of its airspace in the north of the country. [Read Article](#)

China and Southeast Asia Thai King Moves to Block Sister's 'Inappropriate' Candidacy for PM



Reuters - Panarat Thepgumpanat, Patpicha Tanakasempit

Thailand's King Maha Vajiralongkorn on Friday moved to block his elder sister's surprise bid to run for prime minister in March, calling her candidacy for a populist opposition party "inappropriate" and unconstitutional. Princess Ubolratana Rajakanya Sirivadhana Barnavadi, 67, stunned the nation when she announced on Friday she would be the sole prime ministerial candidate for the party, which is loyal to ousted ex-premier Thaksin Shinawatra, in the March election.

Her candidacy instantly threatened to upend the first national ballot since a military coup in 2014 that ousted a government loyal to Thaksin, the figure at the center of years of political turbulence and rival street protests that have riven Thai society. [Read Article](#)

Cambodia-EU Threat War Erupts Amid Trade Sanctions

The Diplomat - Luke Hunt

Over the past few weeks, Cambodia has been confronting the threat of further trade sanctions from the European Union (EU) amid continued democracy and human rights issues in the Southeast Asian state. Apart from the intricacies of the issue itself and the dynamics of EU-Cambodia ties, the issue has also further heated up the country's already contested and polarized politics.

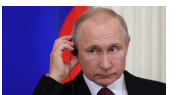


While political polarization and contestation is nothing new in Cambodia, the situation has no doubt heated up over the past few years as Cambodian Prime Minister Hun Sen and his ruling Cambodian People's Party (CPP) have sought to consolidate power further and impose restrictions and crackdowns on the opposition. While there have been some shifts following last year's elections, the broader realities remain largely unchanged, making it difficult to strike a middle ground. [Read Article](#)

Africa, Middle East, Eastern Europe and Russia

Russia Considers 'Unplugging' From Internet
BBC

The net independence plan is seen as a way for Russia's government to get more control over online life. Russia is considering whether to disconnect from the global internet briefly, as part of a test of its cyber-defences.



The test will mean data passing between Russian citizens and organisations stays inside the nation rather than being routed

internationally.

A draft law mandating technical changes needed to operate independently was introduced to its parliament last year.

The test is expected to happen before 1 April but no exact date has been set.

Major disruption

The draft law, called the Digital Economy National Program, requires Russia's ISPs to ensure that it can operate in the event of foreign powers acting to isolate the country online. [Read Article](#)

How Global Is The Global War On Terrorism? For The U.S., Very Global

NPR - Studio 1A

In the wake of the September 11th attacks, President George W. Bush launched The Global War on Terrorism to bolster U.S. military defense across the globe - starting in Afghanistan.



Nearly two decades later, the counter-terrorism initiative has taken American military forces to 80 countries on six continents. The U.S. and the Taliban are edging toward Afghan peace negotiations, but what about our involvement elsewhere? [Read Article and Hear Podcast](#)

International Trade News

INTERNATIONAL TRADE DATA

Monthly Wholesale Trade

US Census Bureau

December 2018 sales of merchant wholesalers were \$497.2 billion, down 1.0 percent (+/- 0.5 percent) from last month. End-of-month inventories were \$661.8 billion, up 1.1 percent (+/- 0.4 percent) from last month. December 2018: +1.1 % change in Inventories; November 2018 (r): +0.4 % change in Inventories. [Read Report](#)



Manufacturing and Trade Inventories and Sales

US Census Bureau

U.S. total business end-of-month inventories for November 2018 were \$1,980.5 billion, down 0.1 percent (+/- 0.1 percent)* from last month. U.S. total business sales were \$1,462.5 billion, down 0.3 percent (+/- 0.2 percent) from last month. November 2018: -0.1* % change in Inventories; October 2018 (r): +0.6 % change in Inventories. [Read Report](#)



U.S. International Trade in Goods and Services

US Department of Commerce - Bureau of Economic Analysis

The U.S. monthly international trade deficit decreased in November 2018 according to the U.S. Bureau of Economic Analysis and the U.S. Census Bureau. The deficit decreased from \$55.7 billion in October (revised) to \$49.3 billion in November, as imports decreased more than exports. The previously published October deficit was \$55.5 billion. The goods deficit decreased \$6.7 billion in November to \$71.6 billion. The services surplus decreased \$0.3 billion in November to \$22.3 billion. [Read Report](#)



U.S. International Transactions

US Department of Commerce - Bureau of Economic Analysis

The U.S. current-account deficit increased to \$124.8 billion (preliminary) in the third quarter of 2018 from \$101.2 billion (revised) in the second quarter of 2018, according to statistics released by the Bureau of Economic Analysis (BEA). The deficit was 2.4 percent of current-dollar gross domestic product (GDP) in the third quarter, up from 2.0 percent in the second quarter. [Read Report](#)



Warehouses in California Bursting with Chinese Goods Shipped Ahead of Tariff Deadlines

IndustryWeek - Bloomberg

Warehouses in southern California are full to bursting with Chinese goods rushed across the Pacific ahead of President Donald Trump's tariff deadlines.



"It's been quite a run in the last six months," says Phillip Sanfield, a spokesman for the Port of Los Angeles, which ended 2018 with its busiest December on record with the equivalent of more than 900,000 20-foot

containers moving through its docks. [Read Article](#)

Germany to Take More Hands-On Approach in Industrial Shift

IndustryWeek - Bloomberg

Germany's more active approach is a response to U.S. President Donald Trump's America First doctrine and China's 2025 strategy.



Germany's Economy Ministry laid out a broad industrial strategy that seeks a more hands-on approach in backing the country's export champions against Chinese and U.S. competition.

"This is about whether we can maintain and expand the enormous prosperity this country has had for the past 70 years," Peter Altmaier, Chancellor Angela Merkel's economy minister and confidante, told reporters in Berlin on Tuesday, presenting the government's National Industry Strategy 2030. [Read Article](#)

A Third of UK Firms Mulling Post-Brexit Overseas Moves

IndustryWeek - Agence France-Presse

According to a survey published on Feb. 1 by business lobby group the Institute of Directors, almost a third of British companies are considering moving or setting up overseas operations because of Brexit.



The IoD survey of over 1,200 company directors found that 16% had already decided to relocate or open operations abroad due to Brexit, while a further 13% said they were considering such plans.

Over a quarter of large businesses have already taken action or will do so in the future, compared with 12% of small businesses. [Read Article](#)

Petition Filed with International Trade Commission Takes Aim at Canadian, Mexican and Chinese Imports

Coalition for a Prosperous America

The American Institute of Steel Construction, an organization that represents fabricators, steel service centers and others affiliated with the domestic structural-steel industry, filed a petition Monday with the Commerce Department's International Trade Commission seeking tariffs to be added to a range of products from the three countries.



The petition seeks duties on products such as columns, beams and girders used in buildings and infrastructure. The petition calls for a more than 31% duty on products from Canada, a 41% tariff for Mexican products and a roughly 219% duty on Chinese goods. [Read Article](#)

UK Signs Post-Brexit Trade Deal With Switzerland

BBC

The UK and Switzerland have signed a deal to continue trading after Brexit as they did before it.



The "continuity agreement" - based on the EU's existing free trade deal with Switzerland - was agreed in December but ratified on Monday. International Trade Secretary Liam Fox said the deal would "continue the preferential trade that we have".

The UK is seeking to replicate about 40 EU free trade agreements, covering more than 70 countries. [Read Article](#)

Rubio Seeks to Counter 'Made in China 2025' Manufacturing Plan

IndustryWeek - Bloomberg

The senator said he wants to use China's plan as a road map for defensive action and to combat what he describes as an existential threat to American industry.



Senator Marco Rubio is proposing legislation that would counteract China's "Made in China 2025" economic-development initiative by restricting and taxing Chinese investment in the U.S. and by raising import duties on goods produced by industries supported by Beijing's program.

In a report Tuesday from the U.S. Senate Committee on Small Business and Entrepreneurship on Tuesday, Rubio said he wants to use China's plan as a road map for defensive action and to combat what he describes as an existential threat to American industry. [Read Article](#)

No Talks Between Trump and China's Xi Before Trade Deadline



Reuters - Jeff Mason, Steve Holland

WASHINGTON (Reuters) - U.S. President Donald Trump said on Thursday he did not plan to meet with Chinese President Xi Jinping before a March 1 deadline set by the two countries to achieve a trade deal.

Asked during an event in the Oval Office whether there would be a meeting before the deadline, Trump said: "No."

When asked whether there would be a meeting in the next month or so, Trump said: "Not yet. Maybe. Probably too soon. Probably too soon." [Read Article](#)

World Economic Situation and Prospects 2019

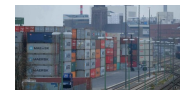
United Nations

Global growth is expected to remain at 3.0 per cent in 2019 and 2020, however, the steady pace of expansion in the global economy masks an increase in downside risks that could potentially exacerbate development challenges in many parts of the world, according to the World Economic Situation and Prospects 2019. The global economy is facing a confluence of risks, which could severely disrupt economic activity and inflict significant damage on longer-term development prospects. These risks include an escalation of trade disputes, an abrupt tightening of global financial conditions, and intensifying climate risks. [Read Report](#)

Globalization Hits New Record High

Material Handling & Logistics - Staff

The world's top five most globally connected countries were the Netherlands, Singapore, Switzerland, Belgium and the United Arab Emirates.



In spite of growing anti-globalization tensions in many countries, connectedness reached an all-time high in 2017, as the flows of trade, capital, information and people across national borders all intensified significantly for the first time since 2007.

Strong economic growth boosted international flows while key policy changes such as US tariff increases had not yet been implemented. [Read Article](#)

Trump Receives Report on US Security Threat of Auto Imports

IndustryWeek - Bloomberg

President Donald Trump has received the findings of a probe into whether imported vehicles pose a national security threat, which could lead the U.S. to impose tariffs. President has 90 days to decide on any action such as tariffs.



Commerce Secretary Wilbur Ross has submitted his recommendations to Trump, the department said in a statement on Sunday in Washington, without offering any insights into the findings. Trump has 90 days to decide whether to act on the findings. [Read Article](#)

Honda Shutting U.K. Plant in Latest Blow to British Car Industry

IndustryWeek - Bloomberg

The closing is expected in 2021.



Honda Motor Co. plans to close its factory in the U.K., costing some 3,500 workers their jobs, and will consolidate production for Europe in Japan.

The decision comes in response to global market trends and isn't related to Brexit, Justin Tomlinson, U.K. member of parliament for North Swindon said in a tweet, confirming earlier reports about a planned shutdown of the Swindon plant that makes the Civic. Honda earlier declined to comment. [Read Article](#)

Global Trade Pain Stings Export Economies From Japan to Germany

IndustryWeek - Bloomberg

From Japan to Germany, from economic numbers to profit warnings, there's no shortage of evidence that the world is feeling the pain of a slump in trade.



In Asia, South Korea and Japan reported declines in exports, while European powerhouse Germany is seeing its manufacturing industry shrink at the fastest pace in six years. Shipping giant Maersk said on Thursday

that profit will fall short of expectations, and Chief Executive Soren Skou said the outlook for this year is bleaker.

A UBS tracker puts global growth at the weakest in a decade, and the worries have overwhelmed central bankers, who've put planned policy tightening on hold. [Read Article](#)

President's Push to Enact New NAFTA Could Stall on Metals Tariffs

IndustryWeek - Bloomberg

Trade Representative Robert Lighthizer: "If USMCA doesn't pass, it would be a catastrophe across the country." Donald Trump might have to drop tariffs on steel and aluminum if he wants his new North American trade deal to see the light of day.



U.S. lawmakers and business groups are joining Canada and Mexico in pushing the president to lift the so-called Section 232 levies on those nations as, essentially, a condition of enacting the trade deal Trump signed at the end of November. The tariffs took effect earlier last year and were immediately met with retaliatory measures.

There are growing warnings in all three countries, including from Republicans in Congress, that the deal's passage hinges on lifting the tariffs. The chief White House economic adviser, Larry Kudlow, and Agriculture Secretary Sonny Perdue have already acknowledged a push within the administration to eliminate the tariffs -- either entirely, or to replace them with quotas. [Read Article](#)

Workers' Slice of the Pie Has Been Shrinking, Confounding Economists

Coalition for a Prosperous America

Editor's note: Globalization inherently lessens the wage share of the economy, even if trade deals are "fair". Localization is not explicitly on the agenda, but it arguably should be.



WASHINGTON-With U.S. unemployment near lows seen a half-century ago and labor so scarce that companies routinely complain of shortages, you might think American workers, with more bargaining power, are getting a bigger slice of the nation's economic pie.

Labor's share of domestic income has been declining since 1970 and has barely recovered in this expansion from lows last seen when the U.S. was pulling out of the Great Depression.

Employee pay and benefits as a percentage of gross domestic income fell to 52.7% in last year's third quarter, for the fourth straight quarterly decline, according to data from the Bureau of Economic Analysis. It was as high as 59% in 1970 and 57% in 2001. If workers were commanding as much of domestic income as they did in 2001, they'd have nearly \$800 billion more in their pockets, or \$5,100 per employed American. [Read Article](#)

UK Says Food Standards Will Not Be Lowered for US Trade Deal

BBC

The US wants the UK to import more of its farm produce



The UK will not lower food standards to secure a post-Brexit trade deal with the US, the government says.

It comes after Washington published its objectives for a US-UK trade pact. The US wants "comprehensive market access" for its farmers' products that would see more US-made food on British supermarket shelves. European Union rules currently limit US exports of certain food products, including chlorine-washed chicken and hormone-boosted beef. [Read Article](#)

Education and Workforce Development News

Can They Find Common Ground on HEA?

Community College Daily News - Ellie Ashford

The chairmen of the House and Senate education committees have both outlined their plans to reauthorize the nation's main higher education law.



The question now is whether they can find common ground to renew the Higher Education Act this year.

Both Sen. Lamar Alexander (R-Tennessee) and Rep. Bobby Scott (D-Virginia) on Thursday outlined their plans at a forum hosted by Inside Higher

Ed in Washington, D.C. Alexander highlighted the three pillars of his plan - simplifying the federal student aid application, streamlining student loan repayment options and expanding the so-called "gainful employment" rules to all colleges and universities - which he announced on Monday. Scott, meanwhile, focused on elements of an HEA reform bill that Democrats released in 2017 called the Aim Higher Act. [Read Article](#)

Q&A with ED's New Lead on Community Colleges

Community College Daily News - Matthew Dembicki

The U.S. Education Department (ED) has a new deputy assistant secretary for community colleges.



Casey Sacks, who serves in the department's office of career, technical and adult education, joined ED in December after serving as vice chancellor at the West Virginia Community and Technical College System for two years. Prior to that, Sacks spent eight years at the Colorado Community College System in academic affairs.

Sacks recently visited with Walter Bumphus, president and CEO of the American Association of Community Colleges (AACC), and his executive team. Below, Sacks answers a few of questions about her role at the department and what community colleges can expect from ED in the coming months. [Read Article](#)

States Move on CTE Policies

Community College Daily News - Matthew Dembicki

2018 was an active year for policies affecting career and technical education (CTE) not only at the federal level, but among states, too.



Reauthorization of the federal Perkins Act last summer garnered much national attention, but an annual report by the Association for Career and Technical Education and Advance CTE shows that states also were busy, passing 54 policies affecting postsecondary education, 26 on workforce development and 13 related to adult education.

As in 2017, more policies affected the secondary system than other systems. However, about one out of every four policies in 2018 affected multiple systems, the report said.

Thirty states tackled policies regarding CTE funding, followed by: industry partnerships (26 states); dual/concurrent enrollment (20 states); and industry credentials (18 states). [Read Article](#)

Bumphus to Serve on National Workforce Advisory Board

Community College Daily - Staff

Walter G. Bumphus, president and CEO of the American Association of Community Colleges, has been appointed to serve on a blue-ribbon advisory board to a national council that is crafting a comprehensive national workforce strategy.



The 25-member American Workforce Policy Advisory Board will serve the National Council for the American Worker (NCAW), which President Donald Trump established last year. Recommendations from the board will help guide NCAW's work to: create a national campaign promoting education pathways; improve labor market data to better identify needed skills and competencies for available jobs; and increase transparency and public/private investments in education. [Read Article](#)

Skills Shortage Tightens Job Market

Material Handling & Logistics - David Sparkman

A fresh survey of human resource professionals shows that the job markets have tightened further largely because the general population's skills gap has grown worse. Those asked also said certain public policy changes could help.



Those were the results of a poll of HR professionals conducted last September by the Society for Human Resource Management. Among the findings were that 83% of HR professionals who responded said they had difficulty recruiting suitable candidates in the past 12 months.

"A majority of Americans (63%) believe what employers facing difficulty in recruiting have known for some time—there is a skills shortage in the workforce," says Johnny C. Taylor, Jr., president of SHRM. "What is now clear is that innovative thinking and resolute action are needed, and public policy must change." [Read Article](#)

Earning More Credentials

Community College Daily News - Matthew Dembicki

A growing number of students earning two- and four-year degrees already have a prior credential, whether a certificate, associate degree or baccalaureate, according to a new National Student Clearinghouse Research Center study.



The overall number of first-time graduates earning associate degrees continues to dip (down 1.2 percent in 2017-18), according to the study. The number of students under age 25 earning an associate degree has actually steadily increased over the past few years (up 2.3 percent in 2017-18), but it's the number those 25 and older that continues to drop, especially among those age 40-plus.

But the report highlights that students are increasingly earning more than one credential. [Read Article](#)

Training and Organizational Development News

Feedback Without Fear

IndustryWeek - Chris Morgan

Why wait for an unsolicited critique when you can solicit constructive criticism yourself?



This past weekend I played a gig at my local pub, the PaperMill Creek Saloon, here in Lagunitas, Calif. Believe me, if you knew how rough and motley we are, you'd know I'm not bragging.

After we had finished I was chatting with a guy at the bar and said it had been a fun show but a real shame more people weren't there to hear us play. It had been a fairly sparse crowd. He said, "Come outside with me for a minute where we can talk."

I followed him out, wondering what he might be about to say. [Read Article](#)

Are Unions Still the Voice of the Employee?

IndustryWeek - Adrienne Selko

"As I sit at the negotiating table, a place where I have been for over 20 years, I barely recognize the conversation," Paul Shearon, president of the International Federation of Profession and Technical Engineers told me. "The issues we are talking about are those that we had never ever considered, and this gives me great hope for the continued role of the voice of employee in the workplace."



When tracing the formation of unions, and guilds before that, it boils down to a method for employees to have a voice in the conditions of their employment.

However, it's truly more than a voice -- it's a contract. And it's the contract that is at the core of the employee-employer relationship. [Read Article](#)

Quality News

A Change Management Minute

IndustryWeek - Jeff Nevenhoven

"Dad, come here. I want to show you something," my 5-year-old son pleaded, his voice cracking with frustration. We were both upset. His frustration was the result of just being scolded, a scolding he had received one too many times. My frustration stemmed from having to do the scolding, one too many times.



We had been battling over bath towels being left on the bathroom floor for quite some time now. My daughter and son felt it wasn't necessary to hang them up after use. I, in turn, would walk in and step in one of those invisible puddles of water they left behind, while almost tripping over a towel or two. I would get mad, shout out a few kind words, hang up the towels, and then change out of my wet socks. [Read Article](#)

Creating a Culture of Continuous Improvement

EHSToday - Dan Markovitz

An organization dedicated to change must be one that is fundamentally human-centered, that enables people to thrive and grow.



Having an ideal organizational culture (however you define "ideal") is the white whale for many leaders. This is more than a bit surprising, considering all the books that have been published on corporate culture and

on change management. You'd think we'd have that issue solved by now.

And yet we don't. News papers regularly quote CEOs who bemoan their organization's poor culture—for example, a lack of attention to customer service or rampant sexual harassment of female employees. Then there are organizations with cultures that tolerate (at best) or promote (at worst) actual malfeasance. The Atlanta public school system, where teachers and principals corrected student answers on tests, and Wells Fargo, where employees created fraudulent customer accounts to juice revenues, are two high profile examples of toxic cultures that have surfaced in recent years. [Read Article](#)

Cyber Security and IT News

Rethinking Cybersecurity as a Business Priority

IndustryWeek - Cyril Perducat

A PwC study last year revealed that about 62% of global CEOs worry cyber threats will affect their company's growth prospects. As a result, it is not surprising that potential cybersecurity risks "will pressure CIOs at [Forbes Global 2000] companies to increase IoT security spending by up to 25%, temporarily neutralizing business productivity gains."



For industrial organizations undergoing digital transformation, security risk goes well beyond a sole connected object or database. The whole extended digital enterprise becomes implicated, including the supply chain and partner ecosystem. Indeed, cybersecurity is a critical business issue now, but many CIOs are still not treating it as such. According to Gartner, as few as 30% of organizations take cross-organization steps to drive a business-led approach to digital risk. It's time to rethink cybersecurity as a strategic business priority and not just an IT decision. [Read Article](#)

The Truth About Blockchain's Impact on the Environment

ThomasNet - Kristin Manganello

In recent years, blockchain technology has become increasingly prevalent across a wide range of industries and applications, from food and beverage to manufacturing to border patrol operations. It's being implemented in supply chain monitoring, financial services, Big Data storage, payment processing, and smart contracts. It's attracted attention from several major companies, including IBM, Walmart, and FedEx, and it's being touted as one of the biggest tech disruptions of the 21st century.



However, there are some detractors who say that blockchain, partly due to its relationship to the cryptocurrency Bitcoin, has a massively negative impact on the environment. Because of the high energy use involved, for instance, blockchain can have a surprisingly high carbon footprint. But on the other side of the spectrum, there are many proponents who say that blockchain is actually a boon for environmental causes. [Read Article](#)

Crash Course in How Cyberattacks Start

IndustryWeek - Johannes Bauer

In order to effectively defend against such attacks, it is critical to understand how an attacker thinks and how the actual attack is conducted.



Today, most people are aware of the abstract threat of cyber attacks from the news or company training, or worse, know first-hand how harmful they are because their systems were breached. However, what many people do not know is how the execution of an actual attack starts, how it progresses and how it can persist.

To give some insight into this, first we need to distinguish between targeted and untargeted attacks. Many breaches in IT security are, surprisingly, the latter. What this means in practice is that the attacker is not trying to deliberately hurt a specific business or company, but instead simply browsing through the Internet, looking for vulnerable components that have been accidentally left exposed. [Read Article](#)

5 Key Reasons Companies Are Wary of AI Adoption

CFO.com

While just one in six companies say they get high value from AI, a majority say they will within two years. But first, there are barriers to overcome.



Many companies expect in the near future to derive substantial benefits from adopting artificial intelligence-powered technologies. However, they

must first overcome some significant obstacles.

In a global survey of 300 C-level executives and their direct reports by consulting firm Protiviti, 16% of the respondents say their companies are getting "high" or "very high" value from their investments in AI. But more than three times that many (52%) say they anticipate they will be doing so in two years.

Protiviti identified five major barriers to AI adoption.

First, although improved cybersecurity is a major advantage of AI, it also brings its own cybersecurity risks due to the greater access to sensitive and personal data. [Read Article](#)

Human Resource Management News

5 Ways to Get Human Trafficking Out of Supply Chain



Material Handling & Logistics - Staff

Some companies require business partners to provide access to a confidential helpline directly connecting the suppliers' employees with the companies.

Over the past few years, awareness of human trafficking in the supply chain has increased. Many companies, and especially transportation companies, have devised programs to help combat this devastating problem. The U.S. Chamber Task Force to Eradicate Human Trafficking published a report this month that gives advice on policies that companies can implement to stop this from happening.

The scope of the problem, where almost 21 million people are victims, is often hard to ascertain as the actions used by traffickers often appears, legitimate, according to an article by Cassie Hodges of the U.S. Chamber of Commerce. [Read Article](#)

NLRB Says Owner-Operators Are Okay



Material Handling & Logistics - David Sparkman

With the legal definition of independent contractors under assault in the states and in federal courts, a welcome development is a recent decision made by the National Labor Relations Board (NLRB) that returns to a traditional common law test that had been junked five years ago by the Obama-era board.

The case involved SuperShuttle van drivers who work at the Dallas-Fort Worth International Airport (DFW). The NLRB, by returning to its prior test for applying the board, has provided additional certainty to employers, particularly where workers' assignments afford them significant room to recognize profits or losses, says William J. Kishman, an attorney with the law firm of Squire Patton Boggs. [Read Article](#)

EEO-1 Deadline Extended to May 31



Material Handling & Logistics - David Sparkman

The Equal Employment Opportunity Commission announced that due to the federal government shutdown the new deadline for employers to file their EEO-1 forms covering 2018 has been extended to May 31.

The commission made the announcement on Feb. 1 that "due to the partial lapse in appropriations, the opening of the EEO-1 has been postponed until early March 2019. The deadline to submit EEO-1 data will be extended until May 31, 2019." [Read Article](#)

NLRB: Angry Outbursts Are Not Protected Activity



Material Handling & Logistics - David Sparkman

Being obnoxious can't always be justified by an employee simply because the topics of wages and working conditions are raised in the process, the National Labor Relations Board (NLRB) recently decided, reversing yet another Obama-era board policy.

The new decision should make it easier for employers to discipline workers who engage in rude and angry behavior. The Obama-era NLRB in a string of decisions had expanded what employees were allowed to say and do to the point where it seemed that the only excluded behavior involved threats of violence. [Read Article](#)

Companies Are Worried About Employee Retention, But Don't Plan to Raise Pay



CFO.com - William Sprouse

A study from PayScale found companies are hoping to use perks and targeted increases to keep key employees.

Sixty-six percent of companies said employee retention is a major concern, but a large majority of them don't plan to raise compensation in a meaningful amount amid concerns the economy might be headed toward a recession, according to a survey from PayScale.

Sixty-nine percent of companies said they plan to increase base pay by 3% or less this year, just keeping pace with inflation. Nineteen percent said they planned no base-pay increase at all.

Two thirds of companies said they planned to use bonuses to retain top performers and more than 40% said they gave base-pay increases of 10% or more for highly competitive jobs, such as IT positions. [Read Article](#)

Environmental, Health & Safety News

8 Winter Electrical Safety Tips

EHSToday - Stefanie Valentic

These recommendations from Georgia Power could prevent an electrical fire in your home this winter.



The latest winter storm is causing record-breaking cold temperatures across the country.

Developing a schedule to conduct home checks of appliances and outlets is a simple way to catch potential fire hazards during the season, Atlanta-based Georgia Power recommends. [See Slideshow](#)

OSHA Has Answers for Silica Rule FAQs

EHSToday - David Sparkman

Ever since the U.S. Occupational Health and Safety Administration (OSHA) began enforcing its respirable crystalline silica standard for general industry in June 2018, employers have had questions about it. On Jan. 23, OSHA published a list of Frequently Asked Questions (FAQs) and answers developed in consultation with industry and union stakeholders.



"The FAQs provide important interpretations of several of the provisions in the rule and provide employers with additional flexibility for compliance," observes attorney Bradford T. Hammock of the law firm of Littler Mendelson, who provided a summary of some of the most important questions and answers provided by OSHA. [Read Article](#)

The Evolution of Drug Testing in the Workplace

EHSToday - Stefanie Valentic

The opioid crisis coupled with rapid marijuana legalization is continuously bringing substance abuse policy revisions to the forefront.



With more than 30 states allowing the medicinal use of marijuana and 10 allowing fully recreational, it's no surprise that employers are scrambling for ways to adapt to changing regulations. Coupled with the opioid epidemic, the intricacies of an effective drug testing program and policy can vary based on the industry and state.

The answer might be as simple as a no-tolerance policy for some employers, but for others the legalities are difficult to navigate. [Read Article](#)

Protecting Your Workplace Against Active Shooters

EHSToday - Stefanie Valentic

He was quiet, such a nice guy. He kept to himself. He didn't socialize much. Does that sound familiar?



Neighbors, coworkers, friends of active shooting perpetrators typically describe the person to the media as a nice person in the days following a mass casualty incident. They typically don't recognize the behaviors and actions of a person planning an act of workplace violence.

"The average worker does not snap overnight - that's Hollywood," says Al Shenouda, a former law enforcement tactical commander and security advisor with the Department of Homeland Security and speaker at EHS Today's 2018 Safety Leadership Conference. [Read Article](#)

OSHA Raises Employer Penalties for 2019

EHSToday - David Sparkman

The penalties levied against employers for safety violations by the Occupational Safety and Health Administration (OSHA) have gone up, effective Jan. 24. The increases only apply to citations issued after that date and for the remainder of 2019.



The 2019 penalties are: [Read Article](#)

Reducing Carbon Monoxide Exposure with Portable Generator Use

EHSToday - Stefanie Valentic

Carbon monoxide (CO) poisoning due to improper generator use is a serious risk not just during cold weather, but all year round.



OSHA is reminding employers and safety professionals to ensure workers are protected against CO exposure to the colorless, odorless gas that can cause neurological damage, coma or death.

When fuel-burning equipment and tools are used in buildings or semi-enclosed spaces without adequate ventilation, overexposure can occur. The danger increases during the winter months when this type of equipment is used in indoor areas that have been sealed tightly to block out cold temperatures and wind. [Read Article](#)

If you find you cannot identify, explain or document your firm's worker development process, then you probably noticed your cannot accommodate change or measure and improve worker performance

Spend a few minutes to learn more about a worker training approach:

- designed for manufacturing;
- proven for any industry;
- customized to **your** job classifications, **your** tasks and specifications, and **your** business operation's needs...

Does your organization struggle with high turnover rates 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?

Check the "Upcoming Events" section of this newsletter for when a Proactive Technologies Representative will be in your area next and [schedule an onsite briefing!](#)

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.



The PROTECH™ approach:

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- Ends your worries and costs over finding qualified candidates and closing the "skills gap;"
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- Cuts your employee turnover costs;
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