



Proactive Technologies News

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Thirteen Good Reasons Why Structured On-The-Job Training Should be Part of Your Business Strategy

by Dean Prigelmeier, President of Proactive Technologies, Inc.



Many articles have appeared in the Proactive Technologies Report covering how Proactive Technologies' [PROTECH® System of managed human resource development](#) can address many of the workforce development scenarios; from individualized, customized structured on-the-job training for a specific employer for specific job classification(s), to regional partnerships servicing multiple employers while partnering with regional educational institutions, private training providers, workforce development and economic development agencies to provide the related technical instruction. There are many winners with this approach, but none so important as the employer and the employee.

Several articles have appeared in the newsletter explaining how Proactive Technologies sets up for each client a unique, structured on-the-job training program, provides implementation support to ensure it is running effectively and provides documentation and monthly reporting to drive each employee's progress toward full job mastery. The most recent article appearing in the February, 2017 issue entitled "[Tips for Establishing Your Company's Training Strategy - Practical, Measurable, Extremely Economical and Scalable](#)". While the article hints on some of the benefits to the employer-employee stakeholders, it might be more advantageous to focus on the benefits themselves rather than leave them nuanced. More can be found in other articles at the [News and Publications](#) page of the Proactive Technologies, Inc. website.

There are many significant reasons that structured on-the-job training will help any employer really maximize the value of each worker employed with the company, improve operational efficiency and lower the risk of non-compliance (ISO/TS/AS, Safety Mandates, EEOC Mandates). These are not just buzzwords. Here are thirteen reasons (not in any order of importance, since some may be more important to different stakeholders) to consider.

[Read More](#)

The High Cost of Employee Turnover

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



Most companies are dealing with uncomfortably high levels of turnover. When one separates out those employers that facilitated high turnovers to lower labor costs, there are many reasons for this. However, there is no denying the many costs associated with this that exist and the effects that often compound. These costs are often unknown and unmeasured, but all employers should keep an eye on this challenge and explore its full impact on the organization.

It seems counter-intuitive, but there are some who even recently promoted a business strategy that encouraged employee turnover. In a July 21, 2015 Forbes article entitled "[Rethinking Employee Turnover](#)," author Edward E. Lawler III, "Indeed, the turnover of some employees may end up saving an organization more money than it would cost to replace that employee. The obvious point is that not all turnover should be avoided-some should be sought." The question is how to determine which ones to keep and which

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Proactive Technologies' Publications Archive

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Helping employers to unlock worker value since 1986!



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Free - Live Online Presentation Schedule

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

to encourage to leave. Without accurate measures of costs and values of a worker, good employees may be pushed out along with the "bad" and then the true costs of this action realized by the employer after it is too late.

Last year, Christina Merhar of ZaneBenefits wrote in her blog entitled "[Employee Retention - The Real Cost of Losing an Employee](#)," "Happy employees help businesses thrive. Frequent voluntary turnover has a negative impact on employee morale, productivity, and company revenue. Recruiting and training a new employee requires staff time and money. According to the Bureau of Labor Statistics, turnover is highest in industries such as trade and utilities, construction, retail, customer service, hospitality, and service."

"For the costs associated with the loss of 1 or 2 employees, the company can establish a holistic approach to worker selection, development and retention that will significantly lower both turnover rates and turnover costs, AND increase the value of all employees in that job classification."

"Studies on the cost of employee turnover are all over the board. Some studies (such as SHRM) predict that every time a business replaces a salaried employee, it costs 6 to 9 months' salary on average. For a manager making \$40,000 a year, that's \$20,000 to \$30,000 in recruiting and training expenses. [Read More](#)

Ensuring Worker Training Complies With ISO, AS, TS and Other Quality Mandates

Proactive Technologies, Inc. - Staff

Each of the quality programs typically modeled by manufacturers and service organizations is rooted in the [American National Standards Institute](#) ("ANSI") program for quality assurance and control that served us up to the 1980's. What each of the subsequent models tries to achieve is simplicity, standardization and verifiability. Audits are used to ensure these attributes are present.

When compliance with ANSI requirements became inconsistent among manufacturers, [International Standards Organization](#) ("ISO") rewrote the standards to make them more compliant and encouraged an international acceptance of the standards. ISO models allow the host to be certified to a part/process, or to its people performing a process or as an overall facility producing and product(s)/service(s) for export. In any model from a worker's contribution to the product or service, the fundamental standard is whether there are clear, compliant processes in place to control and measure a repetitive, consistent level of quality. The next standard is whether the host makes a documented effort to train/retrain workers to the processes (when changes occur). The third standard is whether the host has a records system that accurately tracks each worker's progress toward "mastery" of the processes they are responsible to perform.

ISO was the basis for first the QS model (automotive industry) that later became the [TS16949](#) model. The TS and [AS9100D](#) (aerospace industry) models are similarly structured when it comes to training. During audits, the auditor looks for evidence that all three requirements are met, seeking a pattern of consistency in past records that the system appears to have the attributes that will lead to the same consistency going forward. Customers may use similar techniques to audit vendors and suppliers. The new [National Aerospace and Defense Contractor Accreditation Program](#) NADCAP (for prequalifying defense and commercial aerospace industry suppliers to a higher level of consistency) as well as other industry-specific standards developed or being developed have similar requirements for training. **The reason that all of these models follow a quality standard for worker training is that it is measurable**, unlike the old days when auditors encountered a drawer full of rosters or a partially current Excel spreadsheet - with no real evidence of the connection between training, the work to be performed and the worker to perform it.

Taking a class on even closely related theory does not prove a worker can perform a process, but it might show the worker has the core knowledge and possibly lower-order skills to learn the unique processes to be performed, which is a good basis upon which to start task-based training. From a quality assurance perspective, documentation showing that process-based on-the-job training was recently delivered (and any process revisions were since

	TRAINING APPROACH	ONSITE CLASSROOM	ONSITE ONLINE	STRUCTURED ON-THE-JOB TRAINING
ATTRIBUTE				
Focus	Core Skill	Core Skill	Core Skill	Job-Specific Tasks
Domain	Learning	Learning	Learning	Training
Trainee Skill Set Meant to Address	Core Skills and Knowledge to Learn Employer's Job Tasks	Core Skills and Knowledge to Learn Employer's Job Tasks	Core Skills and Knowledge to Learn Employer's Job Tasks	Incorporating Core Skills in Measuring & Performance of Complex Tasks of Work
Measure of Success	Attendance and/or Written Exam	Attendance and/or Written Exam	Attendance and/or Written Exam	Observed, Documented Mastery of Employer's Tasks
Contribution to Return on Worker Investment	Unknown	Unknown	Unknown	Increase in Worker Productivity with Quality and Quantity, and Increased Compliance
Training Investment Needed	Increase in Number of Trainees Increase	Increase in Number of Trainees Increase	Increase in Number of Trainees Increase	Decrease in Number of Trainees Increase

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

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

FOR FORMER EMPLOYER CLIENTS:
[PTI1001 - Former Client Employers - Restart Your Organization's PROTECH® Training Infrastructure](#)
 (45 minutes)

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

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

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

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

FOR EDUCATION, WORKFORCE AND ECONOMIC DEVELOPMENT ORGANIZATIONS
[PTI1003 - Adding Employer-Specific Structured OJT to Your Training Support Strategy](#)(45 minutes)

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

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

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

UPCOMING EVENTS
 Onsite and group presentations are being scheduled for the

conveyed) correlates to the decreased odds of non-conformance for that process. That is the reason quality assurance and control models seek that evidence in an audit. [Read More](#)

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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

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

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

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

The most efficient and effective path to expediting a process from development of the process (including all pertinent aspects) to implementation is displayed. The task should be the central focus, with each stakeholder department contributing its input and metrics of accurate performance.

Simply stated, the engineer can draft a process, then the other departments can add their components in order. Once all inputs are in, everyone can review and make changes based on each other's observations and comments before a final document is released.

Too often departments are the focus of process development and implementation. Each department may contribute, but each department may also have its protocol, maybe even separate software or manual system, and each creating its own support document. A process making its way through this maze - back and forth with revisions and corrections - may take months. Making changes to it, for things learned in implementation, may not make it through the maze before the next request for change is submitted. [Read More](#)

Process Documentation and Support Materials From Innovation to Implementation					
Responsible Department	Engineering	Technical Writing (or Engineering if currently exist)	Quality Assurance	Training Development (or ergonomically with PROTECH software)	Environment, Health and Safety
1. Design Process	X				
2. Test Process for Accuracy, Reliability and Repeatability		X			
3. Add Quality Specifications for Compliance			X		
4. Share-out Task for Training Mastery				X	
5. Add OJT Requirements for Safe Performance					X
6. Finalize Tests and All Components	X	X	X	X	X
7. Develop Release Support Documents	X	X	X	X	X
8. Master Implementation, Review to Keep Current	X	X	X	X	X

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Imagine yourself under pressure to master the tasks of your new job, with no one available to show you how and very limited access to a resident expert.

It is a shame, but it happens... a lot!

following states, **and a representative will be in your area**, in the month of:

August, 2019

Colorado (Eastern Slope)

Indiana

Kansas (Kansas City, Topeka and I70 Corridor)

Kentucky (North and Eastern)

Missouri (Kansas City, St. Louis)

Minnesota/North Dakota (Fargo-Moorhead)

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.



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

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

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

The solution is the **PROTECH™ system of managed human resource development!** And Proactive Technologies offers pilot program approaches, scale-discounts and opportunities for reimbursement to make your decision simple and successful!

- Capture worker expertise for accelerated transfer;
- Increase worker capacity, work quality, work quantity and compliance (ISO/AS/TS and OSHA);
- Lower turnover rates;
- Lower your firm's internal costs of training!

Higher return on each worker investment!

Learn more and get ready to maximize worker performance and return on worker investment...while minimizing your investment to do so!

Contact a Proactive Technologies representative to set up a 10 minute phone call that might convince you to learn more about the accelerated transfer of expertise™.

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?**



THE SOLUTION IS REALLY PRETTY SIMPLE

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™?**

Low investment - high return! Increased worker capacity, work quality/quantity, and compliance... all while decreasing your internal costs of training!



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Industry News

DOMESTIC ECONOMIC DATA Gross Domestic Product, Second Quarter 2019 (Advance Estimate) and Annual Update



US Department of Commerce - Bureau of Economic Analysis
Real gross domestic product (GDP) increased 2.1 percent in the second quarter of 2019, according to the "advance" estimate released by the Bureau of Economic Analysis. In the first quarter, real GDP increased 3.1 percent. [Read Report](#)

Personal Income, Outlays *US Department of Commerce - Bureau of Economic Analysis*



Personal income increased 0.4 percent in June, the same increase as in May. Wages and salaries, the largest component of personal income, increased 0.5 percent in June after increasing 0.2 percent in May. [Read Report](#)



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

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

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

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

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Manufacturers' Shipments, Inventories, and Orders

US Census Bureau

New orders for manufactured goods in May decreased \$3.6 billion or 0.7 percent to \$493.6 billion. May 2019: -0.7% change; April 2019 (r): -1.2% change. [Read Report](#)



Advanced Report on Manufacturers' Shipments, Inventories, and Orders

US Census Bureau

New orders for manufactured durable goods in June increased \$4.9 billion or 2.0 percent to \$246.0 billion. June 2019: +2.0% change; May 2019 (r): -2.3% change. [Read Report](#)



Job Openings and Labor Turnover

US Bureau of Labor Statistics

Job openings were little changed at 7.3 million on the last business day of May. Hires fell to 5.7 million and separations edged down to 5.5 million. [Read Report](#)



Civilian Labor Participation Rate

US Bureau of Labor Statistics

The Civilian Labor Participation Rate shows the civilian labor force participation rate in the United States from 1990. It represents the percent of the American population, eligible to work, that participated in the job market. [Read Report](#)



Job Creation - Employment Situation Summary

US Bureau of Labor Statistics

Total nonfarm payroll employment increased by 224,000 in June, and the unemployment rate was little changed at 3.7 percent, the U.S. Bureau of Labor Statistics reported today. Notable job gains occurred in professional and business services, in health care, and in transportation and warehousing. [Read Report](#)



Private Payrolls Rise 102,000 in June vs. 135,000 Est.



CNBC - Jeff Cox

Private payrolls rose 102,000 in June, missing Wall Street expectations of 135,000, according to a report Wednesday from ADP and Moody's Analytics.

The number sets the stage for another possible disappointment from Friday's nonfarm payrolls report, which is expected to show growth of 165,000 after May's lackluster 75,000.

Small businesses lost 23,000 for the month as construction and mining suffered drops. [Read Article](#)

US Companies Post Most Layoffs Since the Financial Crisis



MSN News - Douglas A. McIntyre

The U.S. job market has been a growth engine of the U.S. economy since the Great Recession. The unemployment rate in May was 3.6%, near the lowest levels in decades, according to the U.S. Bureau of Labor Statistics. However, economists worry that the recovery may stall because of factors that include slower corporate earnings and the trade war with China.

There is evidence that anxiety is warranted. First-half job cuts were at their highest level since the first half of 2009, according to new research. Jobs outsourcing firm Challenger, Gray & Christmas has kept layoff data by month for years. Its researchers wrote, "So far this year, employers have announced plans to cut 330,987 jobs, a 35% increase from the 245,179 cuts announced through the first half of last year. This year marks the highest first-half total since 2009, when 896,675 job cuts were announced." Second-quarter numbers were not much better. Cuts for the period rose 34% from the same period in 2018, when the figure was 104,800. [Read Article](#)

Swedish Manufacturer Unveils \$50 Million, 3-City Expansion

ThomasNet - Jeff Reinke

Alfa Laval, a global supplier of heat transfer, separation, and fluid-handling technologies, recently opened a new 60,000 square-foot spiral heat exchanger manufacturing center in Broken Arrow, Oklahoma.



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The new facility adds 50 new jobs to the 260 current Alfa Laval employees already in place at the adjoining air-cooled heat exchanger production facility. The expansion will look to provide greater operating efficiency, additional production capabilities, increased capacity, and reduced transportation costs.

The Oklahoma expansion is part of an investment in U.S. manufacturing that will also include a larger facility in Richmond, Virginia. That plant provides dedicated brazed heat-exchanger manufacturing. Additionally, Alfa Laval's Greenwood, Indiana location will be expanded to better leverage an automated distribution center, upgraded service center, and developments focused on advanced separation technology. [Read Article](#)

Boeing's 737 Max Software Outsourced to \$9-an-Hour Engineers

IndustryWeek - Bloomberg



Mark Rabin, a former software engineer, recalled one manager saying at an all-hands meeting that Boeing didn't need senior engineers because its products were mature.

It remains the mystery at the heart of Boeing Co.'s 737 Max crisis: how a company renowned for meticulous design made seemingly basic software mistakes leading to a pair of deadly crashes. Longtime Boeing engineers say the effort was complicated by a push to outsource work to lower-paid contractors.

The Max software plagued by issues that could keep the planes grounded months longer after U.S. regulators this week revealed a new flaw was developed at a time Boeing was laying off experienced engineers and pressing suppliers to cut costs.

Increasingly, the iconic American planemaker and its subcontractors have relied on temporary workers making as little as \$9 an hour to develop and test software, often from countries lacking a deep background in aerospace notably India. [Read Article](#)

Ford Unveils \$1 Billion Investment in Chicago Plants



ThomasNet - Anna Wells

Ford has set some pretty lofty goals as it attempts to restructure in a down market for automotive, which means there have been not-so-easy announcements like the one that kicked off the summer, where Ford CEO Jim Hackett told employees in an email that the firm would be laying off 7,000 workers by the end of August.

But the restructuring isn't all bad news. While Ford intends to drive billions in operating costs out of the brand, it's also streamlining its strategy to focus on the vehicles that are selling well and, in this market, that means SUVs.

In late June, Ford unveiled the fruits of a one-billion-dollar investment in two Chicago area plants responsible for producing the Explorer SUV, as well as its specialty law enforcement vehicle, the Police Interceptor, and the upcoming 3-row Lincoln Aviator. [Read Article](#)

The Lost Art of Building Supplier Relationships

IndustryWeek - Paul Ericksen



Why is it so hard to work together?

Over the years, I've contributed about 90 articles to IndustryWeek. One of them "It Takes Two to Tango," from 2015, dealt with the fact that in supply chain negotiations, there is middle ground if both sides are willing to compromise.

The headline, suggested by my then-editor, was a bit of a stretch for me; I didn't understand how it related to the content of the article. But now I know what he was getting at. Tango dancers must coordinate and collaborate to the nth degree to successfully execute the dance.

I think you can see where this is going relative to OEM-supplier relationships. Times have changed since the tango was popular. Today's dancing seems less about coordinating with a partner—where the sum is greater than the whole—and instead positioning partners for individual outcomes. As a result, the beauty of the dance is compromised, at least in my opinion. [Read Article](#)

What are Shoppers Thinking?

Material Handling & Logistics - Staff

Consumers want to feel a connection with the items they



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MEMORABLE QUOTES

"Every theory is correct in its own world, but the problem is that the theory may not make contact with this world."

[W. Edwards Deming](#)

purchase and the brands they purchase, according to a new study..

For shoppers, it all boils down to convenience and connection. That's the key finding of the new report, "Future of Retail 2019" from Walker Sands.

Based on interviews with 1,600 U.S. consumers on their shopping habits and expectations, 46% of consumers are more open to purchasing a big-ticket item online than they were a year ago.

And interestingly, consumers want to feel more connection with the items they purchase and the brands they purchase from. With this want for connection, 66% of consumers say they are buying less than they used to. [Read Article](#)

How Georgia Became A Surprising Bright Spot In The U.S. Solar Industry

Area Development - NPR All Things Considered, Andrea Hsu, Mary Louise Kelly



In northern Georgia, near the Tennessee line, the city of Dalton made its fame as the carpet capital of the world. These days, a more accurate title would be floor covering capital of the world. It has diversified into hardwood, tile, laminate and other materials.

And in a big move last year, Dalton added a new industry to its manufacturing mix: the largest solar panel assembly plant in the Western hemisphere, a \$150 million investment. This is just one sign that in Georgia, solar is booming.

And it's not for the reasons you might expect. Like most states in the Southeast, Georgia doesn't have the kind of state-level mandates that have propelled the growth of renewable energy in other parts of the country. Nor is it because of a groundswell of public concern over climate change or the need to curb greenhouse gases. Instead, there are powerful market forces at work. [Read Article and Hear Podcast](#)

China, U.S. Still Expanding Steel Output

American Machinist - Staff

Global raw-steel production rose for the fourth consecutive month in May 2019, increasing 3.9% over the April result to 162.7 million metric tons. The new total also represents a 5.4% year-over-year increase over the May 2018 result.

Through the first five months of 2019, steelmakers in 64 countries have produced 764.1 million metric tons of raw steel, a 5.0% increase over the January-May 2018 total.

The data is supplied by the World Steel Assn. in its monthly raw-steel production report, which represents about 99% of the world's installed raw-steel capacity. [Read Article](#)

Some Big Farms Collect Big Checks From Trump Aid Package

Associated Press - Steve Karnowski and Balint Szalai

When President Donald Trump's administration announced a \$12 billion aid package for farmers struggling under the financial strain of his trade dispute with China, the payments were capped. But many large farming operations had no trouble finding legal ways around them, records provided to The Associated Press under the Freedom of Information Act show.

AP

The government paid out nearly \$2.8 million to a Missouri soybean-growing operation registered as three entities at the same address. More than \$900,000 went to five other farm businesses, in Indiana, Illinois, Tennessee and two in Texas. Three other farming operations collected more than \$800,000. Sixteen more collected over \$700,000. And the data list more than 3,000 recipients who collected more than the \$125,000 cap. [Read Article](#)

Small Manufacturers Lose the Farm...and Tesla's Sourcing Problem

IndustryWeek - Paul Ericksen

I've gotten a lot of reader feedback recently, both in the comments section of my articles and to my personal email. I want to share two online comments because I think they add important perspective to what I've written.



In response to "Don't Let Small Manufacturers Go the Way of the Small Farmer," Harry Moser of the nonprofit Reshoring Initiative pointed out that "one economic difference between the loss of small farms and the loss of

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

"The social object of skilled investment should be to defeat the dark forces of time and ignorance which envelope our future.

[John Maynard Keynes](#)

British economist whose ideas fundamentally changed the theory and practice of macroeconomics and the economic policies of governments
1883 - 1946

"If you always put limit on everything you do, physical or anything else, it will spread into your work and into your life. There are no limits. There are only plateaus, and you must not stay there, you must go beyond them."

[Bruce Lee](#)

American actor, martial artist
1940 - 1973

Recent Proactive Technologies News Article Quicklinks

July

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[Decreasing the Cost of Turnover WHILE Increasing Worker Capacity, Work Quality and Compliance...With One Approach!](#)

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

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

by Staff

[Apprenticeships - An Alternative to the "400 Hours For Drill Press" Training Model](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

June

[The US is Ranked 12th in Talent, Topped By Those Pesky Socialist Countries. What's Gone Wrong?](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[Thinking Past the Assessment - Unfinished Goals and Unrealized Expectations](#)

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

[Is the "Gainful Employment" Requirement For Education Realistic?](#)

by Dr. Dave Just, formally Dean of

offshoring: All of the land is still being farmed. Thirty percent of the manufacturing capacity and workforce was eliminated by offshoring."

Good point. I've seen data that shows when the machinery and equipment of these small- and medium-sized manufacturing firms are auctioned off, much of it goes to foreign buyers. So the impact of the loss is actually worse (to the American economy). Losing small- and medium-sized manufacturers reduces U.S. manufacturing capacity and increases foreign manufacturing capacity. [Read Article](#)

HP, Dell to Shift 30% of Laptop Production From China, Report Says

IndustryWeek - Bloomberg

HP Inc. and Dell Technologies Inc. plan to move as much as 30% of their notebook production away from China, the Nikkei cited anonymous sources as saying, as global technology giants try to avoid escalating tariffs on U.S.-bound goods.



Microsoft Corp., Amazon.com Inc., Sony Corp. and Nintendo Co. are also looking to move some of their game console and smart speaker manufacturing away from the country, the Nikkei Asian Review cited those sources as saying. Other companies including Lenovo Group Ltd., Acer Inc. and Asustek Computer Inc. are evaluating their options, the media outlet reported. [Read Article](#)

Bill to Limit Trucks to 65 is Back in Action

Material Handling & Logistics - Staff

U.S. Senators Johnny Isakson, R-Ga., and Chris Coons, D-Del., today introduced bipartisan legislation on June 27, to enact a lifesaving road safety measure for heavy trucks by codifying a pending "speed limiter" rule that has been in process for 10 years.



The Department of Transportation delayed the rulemaking of the "speed limiter rule" more than 20 times since it was first proposed in 2011. On Sept. 7, 2016, a proposed speed limiter rule, which was approved by the Office of Management and Budget, was published for comment.

The new bill, The Cullum Owings Large Truck Safe Operating Speed Act of 2019, S.2033, is named for Owings who was killed by a speeding tractor-trailer in 2002. [Read Article](#)

Boeing 737 Max Loses First Customer as Flyadeal Picks Airbus

IndustryWeek - Bloomberg

Saudi Arabian budget carrier Flyadeal reversed a commitment to buy as many as 50 Boeing Co. 737 Max jets, becoming the first airline to officially drop the plane since its grounding following two deadly crashes.



Flyadeal will operate an entirely Airbus SE fleet, the company said Sunday in a statement, buying as many as 50 A320neo-family planes from Boeing's European rival.

The Airbus order was booked last month at the Paris Air Show by the discounter's parent, Saudi Arabian Airlines. [Read Article](#)

Reshoring Was at Record Levels in 2018. Is It Enough?

IndustryWeek - Harry Moser

Part I of a three-part series.

The future of U.S. manufacturing depends substantially on our success in reducing our goods trade deficit. Eliminating the deficit will add 5 million manufacturing jobs at current U.S. productivity levels.

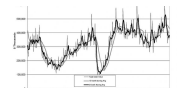


No other opportunities come close to offering such an impact on U.S. manufacturing and the U.S. economy. Factors such as tariffs, skilled workforce, innovation, automation and currency are all means to increase our competitiveness, thereby reducing imports and increasing exports. A lower trade deficit is the result. At a given level of demand for goods, the only way to increase manufacturing is to import less or export more. Importing less, reshoring, is far easier. [Read Article](#)

Modest Improvement in U.S. Machine Tool Orders

American Machinist - Staff

"Manufacturing technology orders will be good but smaller than 2018, and we will see a significant move in the customer mix as large manufacturers shift capital liabilities down the supply chain or into the machine shop sector," AMT commented.



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

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[Are Advances in Technology Distracting, Rather Than Assisting, HR From the Fundamentals of Worker Selection and Development?](#)

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[The Key To Effective Maintenance Training: The Right Blend of Structured On-The-Job Training and Related Technical Instruction](#)

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[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.

U.S. machine shops and other manufacturers ordered \$378.4 million worth of machine tools during May, improving by 7.3% over the monthly total for April, but falling -21.9% behind the May 2018 new-order total. With the latest results, 2019 U.S. manufacturing technology orders are trailing 2018 orders by -13.5% for the comparable January-May period. [Read Article](#)

Too Big to Innovate

IndustryWeek - Michael Collins

We are in a modern version of the Gilded Age with the increase in market concentrations since 1999.



Economists are finally getting around to evaluating the negative influence of the concentration of market power. There are two primary types of market concentrations. In a monopoly, of course, one seller dominates a market—such as Microsoft, which controls 90% of the computer operating systems market. An oligopoly occurs when a small number of firms dominate a single market segment. A good example are the four national meat packers who control the beef, pork and chicken markets.

Since 1999, the United States has undergone an enormous number of mergers and acquisitions. The following chart shows that there were 8,000 corporations in 1996. In 2015, there were less than 5,000. In most cases, the reduction was due to mergers and acquisitions, which has led to market concentrations where the dominant companies have the power to control employment, wages, the supply chain, consumer pricing, and market share. Today, 90% of mergers are approved by the government. [Read Article](#)

Manufacturing's Potentially 'Ominous' Future

IndustryWeek - Abigail Miller

If you're unaware of the recent obstacles the manufacturing industry has faced, then you're probably not paying attention.



Headwinds like President Trump's recent tariffs on Chinese goods, and recent declines in indexes like the Institute for Supply Management's Purchasing Managers Index inspired the Brookings Institute to conduct its most recent survey on attitudes toward manufacturing.

The national survey found that 58% of respondents see manufacturing as vital to the U.S. economy, while 14% think it is somewhat important, 6% feel it is not very important and 22% are unsure. [Read Article](#)

Amazon Workers Plan Prime Day Strike at Minnesota Warehouse

IndustryWeek - Bloomberg

While the planned strike will affect just one of Amazon's more than 100 U.S. warehouses, which typically employ a couple of thousand people, the unrest coincides with increasing political pressure on the company and could embolden workers elsewhere.



Amazon.com Inc. warehouse workers in Minnesota plan to strike during the online retailer's summer sales extravaganza, a sign that labor unrest persists even after the company committed to paying all employees at least \$15 an hour last year.

Workers at a Shakopee, Minnesota fulfillment center plan a six-hour work stoppage July 15, the first day of Prime Day. Amazon started the event five years ago, using deep discounts on televisions, toys and clothes to attract and retain Prime members, who pay subscription fees in exchange for free shipping and other perks. [Read Article](#)

EU Investigates If Amazon Hurts Competition By Using Sellers' Data

NPR All Things Considered - Alina Selyukh

Does Amazon hurt competition by exploiting data from other sellers in its marketplace? The European Union has opened a formal antitrust investigation into the giant online retailer to answer that question.



This is the latest push in the expanded focus by European and U.S. authorities on how tech giants - Google, Facebook, Apple and Amazon - use the data of people and businesses that rely on their platforms. The EU last year led the charge with a new sweeping privacy law.

The European Commission, the EU's executive arm, said it will specifically focus on how Amazon uses data collected from third-party sellers that use its marketplace. The commission will look at how that data might be used to

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

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by Dean Prigelmeier, President of

Amazon's own advantage or in other anti-competitive ways. [Read Article and Hear Podcast](#)

Trump Says He May Intervene in Huge Pentagon Contract Sought by Amazon

The New York Times - Scott Shane and Karen Weise
WASHINGTON - President Trump said on Thursday that he was looking "very seriously" at intervening in the hard-fought commercial battle for a \$10 billion Pentagon cloud computing contract for which Amazon, a company he has frequently attacked, is seen as the leading contender.



For the president to weigh in on the award of a major government contract would be highly unusual, raising questions of improper political influence, but the stakes are high and Amazon's competitors have been lobbying aggressively. Mr. Trump has long carried on a one-sided feud with Jeff Bezos, Amazon's founder, over some of the company's business activities and also over what the president refers to as "The Amazon Washington Post," though Mr. Bezos owns the newspaper personally, not as a corporate asset. [Read Article](#)

Small Cars Are Being Driven Out of Existence

IndustryWeek - Bloomberg
Killing the affordable small car could yet have adverse consequences for the auto industry-as well as the environment.



Car launches are 10-a-penny so it's very rare that a particular model's demise captures the world's attention. The Volkswagen Beetle, the last of which rolled off the production line in Mexico this week, was no ordinary vehicle though.

The downfall of the "People's Car," an icon of post-war German prosperity as well as the 1960s counterculture, is all the more painful because of what's replacing it. Bloomberg News reported this week that the Mexican plant is now gearing up to build - wait for it - a compact sports utility vehicle. [Read Article](#)

AI's Dirty Secret: Massive Carbon Costs Cause Concern as AI Use Grows

ThomasNet - Staff Writer
Artificial Intelligence (AI) now helps us do everything from drive cars to order food, but there's no such thing as a free lunch; we're just now realizing the staggering hidden costs behind AI.



Emma Strubell, a PhD student at the University of Massachusetts Amherst, and her colleagues Aranya Ganesh and Andrew McCallum addressed AI's dirty secret in their recent study on natural language processing (NLP). They found that the processes used to train neural networks on a single model emit significant carbon emissions - five times the emissions of an average car over the course of its lifetime.

Strubell and her team examined four models for NLP: BERT, ELMo, GPT-2, and the Transformer. In their study, they trained each model using a single GPU for a day and measured how much power each model required. Based on each model's manufacturing data, they calculated the total amount of energy consumed and then estimated the amount of carbon dioxide consumed based on the average energy mix in the U.S. [Read Article](#)

Apparel Industry Growing Pessimistic About Future Due to Trade Issues

Material Handling & Logistics - Staff
The impact of trade wars and uncertainty about trade policies (especially the threat of additional tariffs on imports from China) weighs heavily on the apparel industry.



A new study from the United States Fashion Industry Association (USFIA) Fashion Industry Benchmarking Study, sourcing executives are more cautious today and less optimistic about the five-year outlook for the U.S. fashion industry.

One year ago 84% of survey respondents were "optimistic" or "somewhat optimistic" about the outlook for the next five years. This year that number dropped to 64%. And one-quarter of the respondents said they are "neutral." [Read Article](#)

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September

[The US Workforce Competitive Advantage Has Declined For Decades - Not for Lack of Resources, Effort or](#)

Boeing, Korean Air in \$6.3B Deal for 20 Dreamliners

American Machinist - Staff

Korean Air and Boeing Commercial Airplanes have finalized a contract for 20 new 787 Dreamliner twin-engine, wide-body aircraft, including 10 787-10s and 787-9s models - carrying a value of \$6.3 billion at current list prices.



Korean Air also has an agreement to lease 10 further 787-10s from Air Lease Corporation, seeking to improve operating efficiencies and passenger comfort, according to Boeing. The carrier has 16 non-stop trans-Pacific routes to North America and currently operates 10 787-9 and 30 777 jets. [Read Article](#)

IKEA Closes Last U.S. Production Facility

ThomasNet - David Mantey

Last week, IKEA announced plans to close its last manufacturing plant in America. About 300 people will be out of a job when the factory in Danville, Virginia closes.



What is interesting is that IKEA is moving production from the U.S. to Europe to meet American demand. According to Fast Company, the Danville plant has been in operation since 2008 and primarily manufactures wood-based furniture, like storage units and shelves for US and Canadian retail locations.

According to the company, raw material costs triggered the move. According to a report from WSET, raw material costs are lower in Europe and the move will ultimately help keep prices lower for U.S. retailers. The news comes about six months after the plant cut about 90 positions or 20% of its staff. [Read Article](#)

\$1 Billion Manufacturing Investment Headed to North Carolina

ThomasNet - Jeff Reinke

Cree, a leading LED lighting manufacturer and provider of semiconductor products for power and radio-frequency applications, recently announced plans for a \$1 billion investment to their headquarters in Durham, North Carolina.



The primary focus of the project will entail expanding the company's silicon carbide materials capabilities and wafer fabrication capacity. Both moves will allow Cree to expand its semiconductor offerings in leveraging technology shifts taking place within the automotive, communications infrastructure, and industrial markets.

The project, which is scheduled for completion by 2024, marks Cree's largest investment to date for its Wolfspeed silicon carbide and GaN on silicon carbide business. It will include \$450 million to build out a production facility in an empty building on the Durham campus, expanding it to 253,000 square feet - 18 times more than currently available. [Read Article](#)

Boeing: Once an Admired Company, Now Just Poorly Led

IndustryWeek - Larry Fast

It's all about leadership. It's always all about leadership. And leadership is always accountable for what happens or fails to happen on their watch.



The rise and fall of corporations. The rise is always trumpeted by the great leadership, the great products, the great people who make them. That said, it's only fair that we paint a picture of the potential demise of a formerly great U.S. company. Such a fall, except for paradigm shifts in technology, is nearly always caused by bad leadership, faulty products and employees who finally give up fighting their knuckleheaded leadership and just do what they're told.

They stop thinking and communicating because it doesn't matter. They stay for the paycheck, but their heads and hearts are no longer in the work. Recent news coverage of Boeing, in the wake of two Boeing 737 Max crashes, tells the story of a culture that doesn't value people's experience, knowledge, common sense and feedback. It details a series of failures, based on wrongheaded thinking, that leaves little doubt why Boeing is in a mess. And this mess is all self-imposed. [Read Article](#)

Financial News

Base Talent, But For Strategy
by Dean Prigelmeier, President of Proactive Technologies, Inc.

The Skills Gap Solution: Employers Still Reluctant to Commit to Role Only They Can Fill
by Staff

Assessing Employees With Past Drug Addictions for Work 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.

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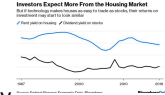
Structured on-the-job training attracts and engages employers in workforce development partnerships...some projects sustainable for more than 18 years!

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

The Next Housing Bubble Could Come From Technology

MSN Money - Bloomberg, Karl W. Smith

A decade after the housing crash, it is now possible to buy or sell a house with the click of a mouse. If the practice catches on, it could lead to a far more efficient and affordable housing market - or another devastating bubble.



So-called iBuying (for instant buying) involves firms using algorithms to provide sellers with fixed-price offers on their homes. While housing is a good long-term investment, it is bedeviled by multiple instances of market failure.

The most fundamental is that the seller has a lot more information about the condition of the property than the potential buyer. Buyers and investors are therefore cautious. Disclosure requirements help, but they are often lengthy and confusing. [Read Article](#)

Housing is Providing Another in a Line of Troubling Signs Pointing to an Economic Downturn

Nightly Business Report - CNBC.com, Jeff Cox

A Federal Reserve economist says the current housing backdrop is similar to recent economic slumps, with several metrics "consistent with the possibility of a late 2019 or early 2020 recession."



"Data on single-family home sales through May 2019 confirm that housing markets in all regions of the country are weakening," the St. Louis Fed's William R. Emmons said in a report posted on the central bank district's site.

"The severity of the housing downturn appears comparable across regions-in all cases, it's much less severe than the experience leading to the Great Recession but similar to the periods before the 1990-91 and 2001 recessions." [Read Article](#)

Are We Even Close To Full Employment?

NPR Planet Money - Greg Rosalsky

The unemployment rate is currently about 3.6%, which is the lowest it has been in five decades. Time to break open the Champagne and blow into kazoo! So we invited an economist to the party, and, naturally, he ruined it.



David Blanchflower, an economist at Dartmouth College, believes the unemployment rate can go much lower. That's one of the central arguments of his new book, *Not Working: Where Have All the Good Jobs Gone?*. Central bankers, he says, have been making a huge mistake by not putting their foot on the gas and helping to drive us to an even better job market. The reason for this is that they've clung to an old view of what the unemployment rate actually means. What's changed? And, more importantly, how low can we go?

A Central Mistake [Read Article and Hear Podcast](#)

BMW's Falling Share Price Forces Billionaire Heir to Pay Up

IndustryWeek - Bloomberg

BMW AG's declining share price has forced one of the company's billionaire family shareholders to pledge more shares to cover a loan she used to finance an investment in a luxury high-rise building in Frankfurt.



Susanne Klatten, who together with her brother Stefan Quandt own nearly half of BMW, pledged 1.12 million shares on Wednesday, according to a financial disclosure released Friday afternoon. Based on BMW's share price Wednesday, the shares are worth about 72 million euros (\$82 million).

Klatten's net worth is \$18.9 billion, according to Bloomberg's Billionaire Index.

Susanne Klatten, billionaire and chairman of SGL Carbon SE, looks on at the German Foundation of Family Businesses conference in Berlin, Germany, on Friday, June 8, 2018. [Read Article](#)

The Disappearing DB Pension Plan

CFO.com - Chris Schmidt

The use of defined benefit pension plans continues to decline as sponsors look to de-risk pension strategies.



Governing a defined benefit (DB) pension plan and its investment strategy has always been challenging. Over the past decade it's also become

These partnerships:

- 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;
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increasingly complex, not to mention costly, spurring many plan sponsors to reevaluate their pension plan approaches.

A new survey of 155 U.S. senior finance executives conducted by CFO Research, in collaboration with Mercer, found that 77% of those DB plan sponsors expect to change how their plan is managed over the next two years. That was up from 60% the last time the survey was conducted in 2017. (Mercer and CFO Research have been conducting a DB risk management survey on a biennial basis since 2011.) Meanwhile, 63% conceded their organizations were struggling to find the time and expertise to fully meet their obligations relating to oversight of their DB plan investment strategy. [Read Article](#)

Blockchain: Hype or Hope?

CFO.com - Mark Chaplin

Blockchain technology offers a promise of many benefits, but only if it's designed and built correctly.

CFO

There is a stark contrast between what I call the "technical view" and the "business view" of emerging technologies like blockchain, AI, and quantum computing. However, focusing only on one or the other can present challenges that have long-term consequences for companies.

With many technologies there is a considerable level of interest across the technology and security communities regarding security weaknesses and methods of attack. This is the technical view. (We'll get to the business view a bit later.) [Read Article](#)

'This Doesn't Look Like the Best Economy Ever': 40% of Americans Say They Still Struggle to Pay Bills

MSN News - Heather Long

Sommer Johnson thought everything was finally coming together for her last year. She was engaged, working full time and doing well in online college classes when her fiancée's mother died a week before their wedding day - triggering a series of large and unexpected expenses that left her struggling to pay her bills and brought her to the verge of bankruptcy.



"I keep hearing this is one of the best economies we've ever had and unemployment is down, especially among African Americans, which I am," said Johnson, 39, who lives in Douglasville, Ga., an Atlanta suburb. "I'm looking around going, 'Where is this boom?' From where I sit, this doesn't look like the best economy ever."

The economic expansion this week became the longest in U.S. history, surpassing the 1990s boom, which lasted exactly a decade. The stock market is at record levels, with the Dow Jones industrial average closing at a new high Wednesday ahead of the July 4 holiday, and President Trump has made the economy's strong performance a centerpiece of his reelection campaign.

But this expansion has been weaker and its benefits distributed far more unevenly than in previous growth cycles, leaving many Americans in a vulnerable position. [Read Article](#)

Trump to Nominate Judy Shelton and Christopher Waller to Fed

CFO.com - Debra Wallace

President Donald Trump announced on Twitter that he plans to nominate Christopher Waller and Judy Shelton to the Federal Reserve Board.



Waller is executive vice president at the Federal Reserve Bank of St. Louis. Shelton is the U.S. director of the European Bank for Reconstruction and Development and a former Trump campaign adviser.

Economists say that Shelton's "unorthodox monetary beliefs" are likely to draw some concern from U.S. Senators, who will need to approve Shelton and Waller to the board, after they are formally nominated.

These two appointments may reflect Trump's frustration with Fed leaders and the direction that they are going in. Trump has been highly critical of Fed chairman Jerome Powell and current monetary policy. He has argued that higher interest rates and quantitative tightening have capped GDP growth and jeopardize future U.S.-China trade talks. [Read Article](#)



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Boeing's \$9 Workers Don't Come Cheap

IndustryWeek - Paul Ericksen

The hidden costs of white-collar outsourcing. My perception is that most politicians and people outside of industry typically associate the loss of U.S. manufacturing jobs with blue-collar-employee factory jobs. Boeing's 737 Max Software Outsourced to \$9-an-Hour



Engineers (June 28) presented another perspective by describing Boeing's strategy of replacing its white-collar employees with supplier personnel from low-wage countries. I use the term low-wage rather than what some people refer to as low-cost since, as the article describes, this outsourcing of U.S. jobs usually leads to all sort of costs for companies that adopt this strategy. And while Boeing has been used as an example here, this is a strategy that has been implemented by many, many U.S.-based original equipment manufacturers (OEMs)

What are these hidden costs? In the factory, for instance, OEMs need to apply additional resources-either onsite or in receiving inspection-to verify the quality of product coming from foreign sources and hold extra purchased material inventory to guard against production line stoppages. They also lose incremental sales when their product forecasts are below actual demand, since foreign suppliers are not likely positioned to respond quickly enough to maintain their customers' fill rates, an important executive level metric at most large corporations. [Read Article](#)

Facebook's Libra Cryptocurrency Attacked at Senate Hearing

BBC

Facebook's plan for a cryptocurrency has come under further attack at a US hearing, with politicians calling the company "delusional" and not trusted.

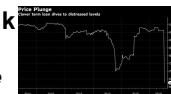


The Senate Banking Committee is quizzing Facebook executive David Marcus over the tech giant's intention to launch its Libra digital currency. The company had showed "through scandal after scandal that it doesn't deserve our trust", said senator Sherrod Brown. Facebook was told to clean up its house before launching a new business model. [Read Article](#)

A Leveraged Loan Collapses and Reveals Key Risk in Credit Market

MSN News - Bloomberg, Katherine Doherty and Lisa Lee

Operating out of a Chicago suburb, in a low-slung, red-brick building wedged between a Hyatt and a Radisson, Clover Technologies is in the mundane business of recycling everything from inkjet cartridges to mobile phones.



But in the past week it abruptly -- and alarmingly -- caught the attention of Wall Street. Almost overnight, a \$693 million loan Clover took to the market five years ago lost about a third of its value. The startling nosedive stung even sophisticated investors, people who deal in the arcane business of trading corporate loans.

Clover's loan isn't especially large by Wall Street standards, yet its stark and swift decline set off fresh alarm bells -- bells that regulators have been sounding for months. [Read Article and See Video](#)

DOJ Starts Review Of Whether Major Tech Companies Are Too Powerful

NPR - Alina Selyukh

The Justice Department says it's launching a wide-ranging antitrust review of big tech companies. The DOJ didn't name specific firms in its announcement Tuesday but said its inquiry will consider concerns raised about "search, social media, and some retail services online."



It's the first clear public confirmation of a major U.S. antitrust review of the tech industry. The DOJ examination promises to be the broadest and potentially toughest scrutiny of companies like Google, Facebook, Apple and Amazon.

The Justice Department said its antitrust division will study how major online platforms grew to have their big market power and whether they are acting in ways that have "reduced competition, stifled innovation, or otherwise harmed consumers." [Read Article](#)

should consider another approach!

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...

ALL OF THIS FROM ONE APPROACH!

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

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

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

[Contact a Proactive Technologies representative](#) for more information.

Private Equity Has Killed 600,000 Retail Jobs, Study Says

Bloomberg - Lily Katz

Amazon.com Inc., landlords who charge sky-high rents, brands that fail to adapt. The carnage in the retail industry has been blamed on all of them. Now Wall Street is being blamed too.



Over the past decade, 597,000 U.S. employees working for retailers owned by private equity firms and hedge funds have lost their jobs, while the sector as a whole added more than a million positions, according to a report by the Center for Popular Democracy and the Private Equity Stakeholder Project.

The workers advocacy groups estimate that another 728,000 "indirect jobs" have disappeared at suppliers and local businesses, bringing the total casualties to about 1.3 million. [Read Article](#)

The Stock Buyback Swindle

MSN News - The Atlantic, Jerry Useem

The Atlantic

In the early 1980s, a group of menacing outsiders arrived at the gates of American corporations. The "raiders," as these outsiders were called, were crude in method and purpose. After buying up controlling shares in a corporation, they aimed to extract a quick profit by dethroning its "underperforming" CEO and selling off its assets. Managers-many of whom, to be fair, had grown complacent-rushed to protect their institutions, crafting new defensive measures and lodging appeals in state courts. In the end, the raiders were driven off and their moneyman, Michael Milken, was thrown in prison. Thus ended a colorful chapter in American business history.

Or so it seemed. Today, another effort is under way to raid corporate assets at the expense of employees, investors, and taxpayers. But this time, the attack isn't coming from the outside. It's coming from inside the citadel, perpetrated by the very chieftains who are supposed to protect the place. And it's happening under the most innocuous of names: stock buybacks.

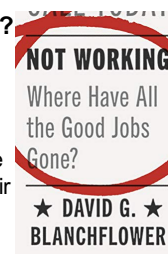
You've seen the phrase. It glazes the eyes, numbs the soul, makes you wonder what's for dinner. The practice sounds deeply normal, like the regularly scheduled maintenance on your car. [Read Article](#)

FINANCIAL BOOK REVIEWS FOR OUR TIME

Not Working: Where Have All the Good Jobs Gone?

Review by NPR Planet Money, David Rosalsky

David Blanchflower, an economist at Dartmouth, believes the unemployment rate can go much lower. That's one of the central arguments of his new book, *Not Working: Where Have All the Good Jobs Gone?* Central bankers, he says, have been making a huge mistake by not putting their foot on the gas and helping to drive us to an even better job market. The reason is they've clung to an old view of what the unemployment rate actually means. What's changed? And, more importantly, how low can we go?



A Central Mistake

Blanchflower is British, but he lives in America. He's spent his whole career analyzing the relationship between wages and unemployment, including a stint as a central banker at the Bank of England. That's Britain's equivalent of the Federal Reserve. Central banks try to use their power over interest rates and the printing of money to maximize employment while controlling inflation.

Economic theory says there's a short-term tradeoff between inflation and employment. When unemployment gets low enough - when we reach "full employment" - we'll hit a line, and if we cross it, we start to see lots of inflation. To see the connection, imagine if employees are marked as "available" or "not available." When they're all marked "not available," getting one to work for you is going to cost more. They already have a job. At a certain point, it becomes like an arms race. This causes wages to increase, which is great, but it could also result in more expensive goods and services (inflation), which is not great.

For years now, central banks have looked at the unemployment rate and guessed wrong that inflation was just around the corner. It's like they've been playing this high-stakes game of limbo: how low can we go before we mess things up? Blanchflower says first they thought it would happen below 6% unemployment. Then 5%. We're now under 4% and it still isn't happening, something the Federal Reserve seemed to acknowledge recently.

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 estimate of where full employment is has come down and come down," Blanchflower says. He believes full employment will be when the unemployment rate drops much further, like "probably down there in the twos - and it could even be in the ones." [Read Review](#)

The Curse of Bigness: Antitrust in the New Gilded Age

by *Tim Wu*

We are four decades into a major political and economic experiment. What happens when the United States and other major nations weaken their laws meant to control the size of industrial giants? What is the impact of allowing unrestricted growth of concentrated private power, and abandoning most curbs on anticompetitive conduct?



The answers, I think, are plain. We have managed to recreate both the economics and politics of a century ago-the first Gilded Age-and remain in grave danger of repeating more of the signature errors of the twentieth century. As that era has taught us, extreme economic concentration yields gross inequality and material suffering, feeding an appetite for nationalistic and extremist leadership. Yet, as if blind to the greatest lessons of the last century, we are going down the same path. If we learned one thing from the Gilded Age, it should have been this: The road to fascism and dictatorship is paved with failures of economic policy to serve the needs of the general public.

Look at the global economy and witness the rule of concentrated oligopolies and monopolies, in industries like finance, media, airlines, and telecommunications, just to name the most obvious-firms whose size allows them to treat customers and competitors with impunity. Most visible in our daily lives is the great power of the tech platforms, especially Google, Facebook, and Amazon, who have gained extraordinary power over our lives. With this centralization of private power has come a renewed concentration of wealth, and a wide gap between the rich and poor. [Read More](#)

International News

Mexico, Latin America, South America and the Caribbean

Freak hail storm strikes Mexican city of Guadalajara

MSN - BBC, Alexandra Ma

Six suburbs in Guadalajara experienced an unexpected, heavy hail storm early Sunday morning, coating the city's highways and streets with up to five feet of ice.



The hail mainly hit Rancho Blanco and the Industrial Zone, which are toward the southeastern parts of the city. [Read Article and See Slideshow](#)

Brazil's Indigenous People Fight Back Against Bolsonaro's Attacks on Amazon

DeutscheWelle

Germany and Brazil have a long history of partnering on environmental protection. But President Jair Bolsonaro's stances on Brazil's indigenous people and their lands threaten the progress that has been made.



"Former Brazilian President Luiz Inacio Lula da Silva was convinced that the country was big enough for nature reserves and agribusinesses to exist side by side," says Thomas Fatheuer of the Kobra network, which connects activists and academics focused on Brazil. Fatheuer knows the country well, as he lived there for 20 years and headed the Rio de Janeiro office of the Heinrich Böll Foundation, the German political foundation affiliated with the Green party. "But," he says, "the message of the new President Bolsonaro is that Brazil now needs to give more space to agribusiness." [Read Article](#)

Fortieth Regular Meeting of the Conference of Heads of Government of the

Caribbean Community CARICOM

The Fortieth Regular Meeting of the Conference of Heads of Government of the Caribbean Community (CARICOM) was held at Gros Islet, Saint Lucia 3-5, July 2019 under the chairmanship of the Prime Minister of Saint Lucia, Honourable Allen Chastanet.



The Chairman and the immediate past Chair and the Secretary-General stressed the need to complete the measures outlined in the Implementation Plan for the CARICOM Single Market and Economy (CSME). They also emphasised the impact of climate change and the importance of Security co-operation. All speakers referred to the challenges facing small states. The UN Secretary-General in recognising the severity of those challenges, committed his organisation to taking the steps it could, to improve access for small states to development financing as a priority. He further declared that eligibility for Official Development Assistance should include vulnerability criteria. [Read Release and Speeches](#)

Ninth Meeting of the EU-Peru Bilateral Consultation Mechanism

European Union

The Peruvian delegation was chaired by the Vice Minister of Foreign Affairs, Ambassador Jaime Pomareda; the delegation of the European Union, by Ambassador Edita Hrdá, Executive Director for the Americas of the European External Action Service.



The discussion allowed for an extensive exchange of views on bilateral, regional and international issues. The main focus of the bilateral agenda included the political dialogue, trade and cooperation issues. During the meeting, both delegations reviewed the results and progress of the sectoral dialogues under the mechanisms: human rights, the fight against drugs, climate change and environment, regional policy and border integration, SMEs and innovation, and cooperation on multilateral issues. [Read Release](#)

Machu Picchu: Fury Over Plans for New Multi-billion Pound Airport Next to Ancient Inca Citadel

The UK Independent-US - Emma Snaith

Archaeologists and historians fear development will cause 'irreparable damage' to world heritage site and surrounding Sacred Valley



The development of a multibillion-dollar airport that will fly tourists directly to Machu Picchu has sparked outrage among historians, archaeologists and local people.

Bulldozers have already begun clearing land for the airport in Chinchero, a well-preserved Inca city about 3,800 metres above sea level that is the gateway to the Sacred Valley in Peru.

The valley provided maize and other crops to Incan rulers, and several emperors built their private estates there. Incan terraces still cover the hillsides around Chinchero and are used by local farmers. [Read Article](#)

Puerto Rico Gov. Ricardo Rosselló Resigns After Days of Mass Protests

John Bacon, Jorge L. Ortiz, Kristin Lam

SAN JUAN - Puerto Rico Gov. Ricardo Rosselló resigned late Wednesday amid a torrent of protests over vulgar, mean-spirited texting conversations.



He said his resignation would be effective Aug. 2, making him the first governor to resign in the modern history of the U.S. territory, which is mired in a 13-year recession and still recovering from a Category 4 hurricane two years ago.

Justice Secretary Wanda Vázquez will become the new governor. [Read Article](#)

Canada, Europe and Great Britain Greek Conservative Mitsotakis Sworn in as Prime Minister

DeutscheWelle

After winning the election in a landslide victory, Kyriakos Mitsotakis has been sworn in as prime minister. He takes over from Alexis Tsipras, who led Greece through the final years of its international bailouts. Greece's New Democracy party leader Kyriakos Mitsotakis was sworn in as prime minister on Monday, following snap elections that saw him defeat left-wing Alexis Tsipras.



Mitsotakis' New Democracy party won 39.8% of the vote, giving him 158 seats in the 300-member parliament, a comfortable governing majority. Tsipras' Coalition of the Radical Left, or Syriza, garnered 31.5%. The far-right Golden Dawn, Greece's third-largest party during the height of the financial crisis, failed to make the 3% threshold to enter parliament. [Read Article](#)

IMF's Christine Lagarde Named as New ECB Chief

CFO.com - Matthew Heller

The European Council has nominated IMF chief Christine Lagarde as the new president of the European Central Bank, giving a self-confessed economic outsider the challenge of helping stimulate the eurozone economy.

If confirmed by European leaders, Lagarde would be the first woman to serve as ECB president and the first head of the bank without any direct experience of setting monetary policy.



She has led the IMF since 2011 and would succeed Italian economist Mario Draghi at the ECB. Draghi has been wrestling with how to jolt economic growth in Europe as fears of recession have mounted amid trade conflicts with the United States, tensions in the Middle East, and Britain's push to leave the European Union. [Read Article](#)

Who is Ursula von der Leyen, The New European Commission President?



DeutscheWelle

German Defense Minister Ursula von der Leyen, a member of Merkel's conservatives, has been confirmed president of the EU Commission. But just who is she? DW profiles the Brussels-born doctor and her time in Berlin.

She was born in a Brussels suburb a little more than 60 years ago. Now the pursuit of her political career has led her back to the Belgian and European capital. After the EU's heads of state and government failed to unite around one of the candidates from May's EU elections, they came up with the name of German Defense Minister Ursula von der Leyen for the top EU job.

The Christian Democrat (CDU), who was introduced to the Berlin political stage by Chancellor Angela Merkel in 2005 - and who was once briefly treated as a potential successor to Merkel - has been confirmed head of the European Commission, making her the Commission's first ever female chief. [Read Article and See Video](#)

Boris Johnson Wins Race to be Tory Leader and PM

BBC

Boris Johnson has been elected new Conservative leader in a ballot of party members and will become the next UK prime minister.



He beat Jeremy Hunt comfortably, winning 92,153 votes to his rival's 46,656.

The former London mayor takes over from Theresa May on Wednesday. In his victory speech, Mr Johnson promised he would "deliver Brexit, unite the country and defeat Jeremy Corbyn". [Read Article](#)

Asia, India and Australia

"The EU and Central Asia: Forging a Stronger Partnership Together"

European Union

The Foreign Ministers of the Republic of Kazakhstan, the Kyrgyz Republic, the Republic of Tajikistan, Turkmenistan and the Republic of Uzbekistan, as well as the High Representative of the European Union for Foreign Affairs and Security Policy/Vice-President of the European Commission met on 7 July 2019 in Bishkek (Kyrgyz Republic) for the 15th EU-Central Asia Ministerial Meeting.

The participants reaffirmed their joint commitment to forge a strong, diversified and forward-looking partnership that builds upon the positive dynamics underway in Central Asia and the strong mutual interests between the two regions. They reaffirmed their commitment to work together for peace, security, human rights, democracy and sustainable development in full respect for international law. [Read Release](#)

Why is India Sending Humanoid Robots Into Space?

BBC

Before humans headed up there, animals were the first living creatures that were sent into space. But India will now become the first nation to fly a spacecraft with only humanoid robots. Science writer Pallava Bagla reports.



The Indian government has sanctioned \$1.4bn (£1.1bn) to the Indian Space Research Organisation (Isro) for its first manned space flight by 2022.

They hope to use the country's heaviest rocket - the Geosynchronous Satellite Launch Vehicle Mark III or GSLV Mk-III - for the space flight. [Read Article](#)

China and Southeast Asia

EU-Viet Nam Free Trade Agreement

European Commission

Joint press statement by EU Trade Commissioner Cecilia Malmström and Minister of Industry and Trade Tran Tuan Anh on the occasion of the signing of the Free Trade Agreement and the Investment Protection Agreement between Viet Nam and the EU

The European Commission (EC) and the Government of the Socialist Republic of Viet Nam welcome the signature of the Free Trade Agreement and the Investment Protection Agreement on Sunday, 30 June 2019 in Hanoi. Following the implementation of the Viet Nam - EU Comprehensive Partnership and Cooperation Framework Agreement (PCA), these agreements mark a milestone in our strong partnership. They will promote further economic development and reinforce trade and investment ties between Viet Nam and the European Union, thereby deepening our cooperation and strengthening our long-lasting relations. As the most ambitious free trade deal between the EU and an emerging economy to date, the agreements are based on the joint commitment of the two sides to open, fair, and rules-based trade liberalisation and economic integration. The agreements also further reinforce the EU's engagement with the Southeast Asian region, which contributes to the strengthening of cooperation between ASEAN and the EU, aiming towards closer trade and investment relations between the two regions. [Read Release](#)

Why Are There Protests in Hong Kong? All The Context You Need



BBC - Helier Cheung & Roland Hughes

After several weeks of pro-democracy protests in Hong Kong, the unrest shows no sign of stopping.

The protests began over plans - later put on ice - that would have allowed extradition from Hong Kong to mainland China. But they've now spread to reflect wider demands for democratic reform.

This is not all happening in a vacuum. There's a lot of important context - some of it stretching back decades - that helps explain what is going on. [Read Article](#)

Africa, Middle East, Eastern Europe and Russia

Sudanese Rejoice As Opposition, Military Agree To Power-Sharing Deal

NPR - Amy Held



Sudan's ruling military council and leaders of its civilian opposition movement announced a preliminary power-sharing deal Friday, marking an end to a months-long stalemate and raising hopes that deadly unrest since former President Omar al-Bashir's ouster could culminate in democratic rule.

"Today our revolution is triumphant," the Sudanese Professionals Association, which led the protests that took down Bashir in April, said in a statement posted to social media. "We will continue to accomplish the goals of the revolution." The deal calls for a joint sovereign council that will lead Sudan during a transition period of three years and three months, according to the SPA. [Read Article](#)

Economic Development in Africa - Report 2019

United Nations Commission of Trade and Development - Report

The Economic Development in Africa report analyses major aspects of Africa's development problems and policy issues of interest to African countries. It makes policy recommendations for action by African countries themselves and by the international community to overcome the development challenges that the continent faces. [Read Report](#)

International Trade News

INTERNATIONAL TRADE DATA

Monthly Wholesale Trade

US Census Bureau

May 2019 sales of merchant wholesalers were \$503.4 billion, up 0.1 percent (+/- 0.4 percent)* from last month. End-of-month inventories were \$678.1 billion, up 0.4 percent (+/- 0.2 percent) from last month. May 2019: +0.4 % change in Inventories; April 2019 (r): +0.8 % change in Inventories. [Read Report](#)



Manufacturing and Trade Inventories and Sales

US Census Bureau

U.S. total business end-of-month inventories for May 2019 were \$2,036.4 billion, up 0.3 percent (+/- 0.1 percent) from last month. U.S. total business sales were \$1,461.4 billion, up 0.2 percent (+/- 0.2 percent)* from last month. May 2019: +0.3 % change in Inventories; April 2019 (r): +0.5 % change in Inventories. [Read Report](#)



U.S. International Trade in Goods and Services

US Department of Commerce - Bureau of Economic Analysis



The U.S. Census Bureau and the U.S. Bureau of Economic Analysis announced today that the goods and services deficit was \$55.5 billion in May, up \$4.3 billion from \$51.2 billion in April, revised. May exports were \$210.6 billion, \$4.2 billion more than April exports. May imports were \$266.2 billion, \$8.5 billion more than April imports. [Read Report](#)

U.S. International Transactions, 4th Quarter 2018 and 1st Quarter 2019

US Department of Commerce - Bureau of Economic Analysis



The U.S. current-account deficit decreased to \$130.4 billion (preliminary) in the first quarter of 2019 from \$143.9 billion (revised) in the fourth quarter of 2018. As a percentage of U.S. gross domestic product, the deficit decreased to 2.5 percent from 2.8 percent. The previously published current-account deficit for the fourth quarter was \$134.4 billion. Next release September, 2019. [Read Report](#)

New Foreign Direct Investment in the United States, 2018

US Department of Commerce - Bureau of Economic Analysis



Expenditures by foreign direct investors to acquire, establish, or expand U.S. businesses totaled \$296.4 billion in 2018, up 8.7 percent from \$272.8 billion in 2017. [Read Report](#)

China Confident Trade War Won't Mean Massive Factory Moves

IndustryWeek - Bloomberg



The rising tariffs and tensions between the U.S. and China over the past year have led companies to move some production out of China to Vietnam or other countries.

China is still a competitive location for investment, according to Premier Li Keqiang, even as some companies look to move production out of the country to avoid tariffs and damage from the trade war with the U.S. "The relocation of the global industrial chain is a natural trend during globalization, and global industries will improve during the process," Li told a group of foreign and domestic business leaders at the World Economic Forum's summer meeting in Dalian.

"You move some industries outside China, while leaving some others in China, or even increase the investment to China," he said. "As long as we can build the industrial chain according to commercial and market principles, China, with its complete industrial clusters and huge market, will be competitive." [Read Article](#)

Tin Slumps Most in Four Years on Spike in Chinese Selling

IndustryWeek - Bloomberg



Tin plunged the most in four years in London following a wave of selling from China's onshore metals market, where sentiment has soured as investors focus on signs of economic weakness.

The metal, which is mostly used in soldering, dropped as much as 7% to the lowest since July 2016 on the London Metal Exchange. The decline tracked a sharp slump in prices as the evening trading session got underway on the Shanghai Futures Exchange. [Read Article](#)

U.S.-China Trade Talks Resume, Trade Deficit Widens

Bloomberg -Daybreak Asia

U.S. and Chinese officials will talk by phone in the coming week as they seek to resolve a growing trade war between the two countries, said Larry Kudlow, President Donald Trump's chief economic adviser. Meanwhile, the U.S. trade deficit widened by more than forecast to a five-month high as imports surged the most since 2015, illustrating how President Donald Trump's trade policies are weighing on the economy. Bloomberg's Selina Wang has more on the story. [See Video](#)

Bloomberg

U.S. Proposes \$4B More European Tariffs Over Aircraft Subsidies

CFO.com - William Sprouse

The U.S. Trade Representative (USTR) proposed a list of products that could be hit with new tariffs, as part of a long-running dispute with the European Union over aircraft subsidies.



The products, which include olives, Italian cheese, and Scotch whiskey, could be worth \$4 billion. They would be in addition to tariffs on products worth \$21 billion that were announced in April.

In a statement, the Office of the U.S. Trade Representative said it was issuing the supplemental list in response to "harm caused by EU aircraft subsidies." The trade representative said the list added 89 tariff subheadings. [Read Article](#)

To Defend Ourselves Against China, We Must Change

The Hill - Ralph Gomory, Opinion Contributor

In dealing with China, the United States has a fundamental problem.

China has used a variety of tactics - from mispriced currency and subsidized competition to industrial espionage - to advance its industries and has announced its plans to dominate many of them by 2025. There's no reason to believe China will change.



America's profit-focused companies are free to accept Chinese subsidies to move their manufacturing or even their research and development (R&D) to China. By doing this, they can make great short-range profits. But they quickly yield years of hard-earned know-how to Beijing, costing us both jobs and manufacturing ability. [Read Article](#)

WTO Report Shows Trade Restrictions Among G20 Continuing at Historic High Levels

World Trade Organization - Trade Monitoring

The WTO's 21st Monitoring Report on G20 trade measures issued on 24 June shows that the trade coverage of new import-restrictive measures introduced during the period (October 2018 to May 2019) was more than 3.5 times the average since May 2012 when the report started including trade coverage figures. The report found that trade coverage of USD 335.9 billion during the period is the second highest figure on record, after the USD 480.9 billion reported in the previous period. Together, these two periods represent a dramatic spike in the trade coverage of import-restrictive measures, leading WTO Director-General Roberto Azevêdo to call on G20 economies to work together urgently to ease trade tensions. [Read Article](#)



New Version of Market Access Map Provides Boost to Transparency in Trade

International Trade Centre

The International Trade Centre (ITC) unveiled a new version of Market Access Map, its popular online trade analysis tool. The revamped portal will further enhance market transparency and facilitate the analysis of trade-related policy issues. Market Access Map responds to users' specific needs depending on their profile and will continue to provide free and user-friendly access to market information. The tool is particularly vital for micro, small and medium-sized enterprises (MSMEs) in developing countries, which have limited access to reliable information about foreign markets. [Read Article](#)



The Trump Tariff Twist That Has Cost U.S. Steel \$5.6 Billion

IndustryWeek - Bloomberg

Be careful what you wish for...

President Donald Trump's tariffs on foreign steel have sped the decline of some of the U.S. mills he vowed to help.



Exuberance over the levies dramatically boosted U.S. output just as the global economy was cooling, undercutting demand. That dropped prices, creating a stark divide between companies like Nucor Corp., which use cheaper-to-run electric-arc furnaces to recycle scrap into steel products, and those including U.S. Steel Corp. with more costly legacy blast furnaces.

Since Trump announced the tariffs 16 months ago, U.S. Steel has lost almost 70% of its market value, or \$5.6 billion, and idled two American furnaces in mid-June that couldn't be run profitably at the lowest prices since 2016. Meanwhile, Nucor, down around 20%, has touted \$2.5 billion in expansion projects. [Read Article](#)

Japan-Korea Spat Threatens to Upend Global Technology Chain

IndustryWeek - Bloomberg

The industry is now scrambling to gauge the fallout after Japan slapped restrictions on exports to Korea of three classes of materials crucial to the production of semiconductors and cutting-edge screens.



Resurgent tensions between Japan and South Korea threaten to wallop chipmakers from Samsung Electronics Co. to SK Hynix Inc., upsetting a carefully choreographed global supply chain by smothering the production of memory chips and other components vital to widely used devices.

As the world fixates on Donald Trump's campaign to contain Huawei Technologies Co. and China's ambitions, a concurrent dispute between Beijing's two richest neighbors also has far-reaching implications for the production of everything from Apple Inc. iPhones to Dell Technologies Inc. laptops. The industry is now scrambling to gauge the fallout after Japan citing longstanding and unresolved tensions slapped restrictions on exports to Korea of three classes of materials crucial to the production of semiconductors and cutting-edge screens. [Read Article](#)

WTO Issues Mixed Ruling Over US Duties for Cheap Chinese Goods

IndustryWeek - Bloomberg

The office of the U.S. Trade Representative said the ruling proves that China uses state-owned enterprises to "subsidize and distort its economy."



The World Trade Organization on Tuesday delivered a mixed judgment over America's sanctions on subsidized goods produced by Chinese state-owned enterprises.

The WTO decision said that the way the U.S. calculated its duties using third-country prices was not consistent with WTO anti-subsidy rules, and that it must modify the way it penalizes subsidized Chinese exports or face the prospect of retaliation.

However, the ruling also delivered the U.S. a victory in that it approved the underlying policy the U.S. Commerce Department uses to determine whether Chinese state-owned enterprises unfairly subsidize exported goods. [Read Article](#)

Trade Is Still Unbalanced and Tariffs Aren't the Fix, IMF Says

IndustryWeek - Bloomberg

The report urged countries to refrain from using tariffs to target bilateral trade balances as such actions "are costly for global trade, investment, and growth, and are generally not effective in reducing external imbalances."



The International Monetary Fund said more work is needed to further reduce global trade imbalances amid increasing tensions, while issuing a fresh warning that such conflicts are weighing on the global economy.

"It is imperative that all countries avoid policies that distort trade," the IMF said in its annual External Sector Report released Wednesday in Washington. "Against a backdrop of escalating trade tensions, greater urgency is needed in tackling persistent excess imbalances." [Read Article](#)

Education and Workforce Development News

U.S. Department of Labor Makes Major Announcements on Apprenticeship Expansion

US Department of Labor

WASHINGTON, DC - The U.S. Department of Labor announced major milestones in the continuing effort to



expand apprenticeships in the United States.

This morning, a Notice of Proposed Rulemaking (NPRM) was made public that would establish a process for the U.S. Department of Labor to advance the development of high-quality, industry-recognized apprenticeship programs (IRAPs).

The Department further announced awards totaling \$183.8 million to support the development and expansion of apprenticeships for educational institutions partnering with companies that provide a funding match component. The Department will also make available an additional \$100 million for efforts to expand apprenticeships and close the skills gap. [Read Release](#)

Alaska Colleges Face Massive Budget Cuts

Community College Daily News - Ellie Ashford

Higher education leaders in Alaska are working to convince legislators to override Gov. Mike Dunleavy's proposal to slash the state's higher education budget. The cuts would devastate community college programs, as well as four-year and graduate institutions.



Dunleavy used a line-item veto to drop \$130 million from the state's public universities. That's on top of a \$5 million decrease approved earlier by the legislature. Taken together, that amounts to a 41 percent reduction from last year.

Overriding the veto requires the approval of 45 of the state's 60 legislators, which is considered unlikely. An effort to override the veto on July 10 failed; the deadline is midnight on July 12.

Hundreds of layoffs

University of Alaska Anchorage (UAA) Chancellor Cathy Sandeen warned the budget cuts could lead to about 700 layoffs and the elimination of about 40 of its 105 degree programs, resulting in the loss of at least 3,000 students. [Read Article](#)

Pizzella Tapped as Acting Labor Secretary

Community College Daily News - Staff

Patrick Pizzella, the current deputy secretary of the U.S. Department of Labor (DOL), has been tapped to serve as acting secretary following the resignation on Friday of Alexander Acosta.



Acosta bowed out amid growing political pressure over how he handled a crime case against businessman Jeffrey Epstein a decade ago when he was U.S. attorney for southern Florida.

Acosta told reporters Friday that he did not want his involvement in Epstein's controversy to overshadow the administration's accomplishments. [Read Article](#)

Balancing Oversight and Innovation

Community College Daily News - Matthew Dembicki

House lawmakers on Tuesday queried officials from a handful of countries about their lauded apprenticeship programs, covering a broad range of topics, from career preparation to the roles of the federal government and business and industry in such efforts.



The House Higher Education and Workforce Investment Subcommittee heard from education and training officials from Australia, Germany and Switzerland, who provided an overview of their national apprenticeship systems. Both Democrats and Republicans on the committee noted they were interested in providing government oversight of federally funded apprenticeships without stifling innovation among the programs.

In Switzerland - where two-thirds of youths age 16 embark on three- to four-year apprenticeships - more than \$9 billion annually is invested in apprenticeships, said Simon Marti, head of SwissCore, a Swiss research and education office that works to help strengthen European knowledge institutions. Employers contribute about 60 percent of that amount, with cantons (Switzerland's equivalent of states) covering 30 percent and the federal government 10 percent. [Read Article](#)

Rules of the Game

Community College Daily News - Dennis Pierce

In his first contract negotiation with the faculty union at Klamath Community College (KCC) in Oregon, President Roberto Gutierrez faced a moment he'll never forget - and a decision that would come to define his leadership.



The administrative team had met privately the night before and agreed on a figure they were comfortable spending on faculty salaries. As the union representative approached the board and wrote down the number that faculty were requesting, the college's chief financial officer at the time shot Gutierrez a triumphant look: The faculty's number was actually smaller than the administration's. [Read Article](#)

Training and Organizational Development News

Amazon Commits \$700 Million to Retrain Workers

IndustryWeek - Bloomberg

Amazon.com Inc. said it will spend \$700 million to retrain about one-third of its U.S. workforce in skills needed to thrive in the new economy.



The e-commerce giant, which is increasingly using robots to help sort and deliver packages, said it will retrain 100,000 workers by 2025 to allow employees move into more highly skilled jobs within the company or find new careers outside of Amazon, according to a statement Thursday.

The program would enable employees who work in fulfillment centers to move into technical roles regardless of any previous IT experience. Employees without technical expertise could learn skills to transition into software engineering careers. Amazon would also offer pre-paid tuition to train fulfillment center associates in high-demand occupations of their choice, among other options. [Read Article](#)

The Importance of Listening to Employees

IndustryWeek - Mark Whitten

As leaders, it should go without saying the importance of listening to our employees. So why don't more leaders listen? In our hectic workplaces, it can be hard at times. However, I implore you to consider the benefits of taking that time. They outweigh the investment tenfold.



In late 2012, I took a new assignment as general manager of a Tier 1 automotive supplier in Ontario, Canada. This was a 30-year-old division that had an established culture. I was familiar with the facility; it had been through a tough launch and multiple management changes in the previous three years.

In my first general meeting with the approximately 550 employees, I made a commitment to meet with each and every employee one-on-one for 30 minutes. [Read Article](#)

Quality News

The Forgotten Lessons of W. Edwards Deming

IndustryWeek - Charles Holland

Deming's message is as relevant today as it was in 1980.



On June 24, 1980, NBC News released a 90-minute white paper titled "If Japan Can, Why Can't We?" It looked closely at a growing productivity gap between the two nations and a sharp contrast in the quality of manufactured goods. And it sparked a quality movement in America.

At the center of the episode was Dr. W. Edwards Deming. Deming made his mark in Japan teaching statistical methods to the Japanese industry starting in 1950. He was honored there with the establishment of the Deming Prize, presented annually to a deserving company for the past 60+ years. [Read Article](#)

Companies Can No Longer Play It Safe

IndustryWeek - W Staff

Continual disruption calls for new strategies and some companies, such as Schneider Electric that has tripled their size and gone regional, are adapting well.

Stability has always been the foundation upon which companies build success.



But things have changed. According to a new report from Accenture, nearly three-quarters (72%) of industry sectors experienced an increase in disruption over the past eight years, leaving \$41 trillion in enterprise value (market capitalization + net debt) exposed to disruption today.

"Responding to persistent disruption requires a radical departure from old,

comfortable business strategies that no longer work," said Omar Abosh, group chief executive of Accenture's Communications, Media & Technology operating group. "Successful companies avoid disruption by leaning into disruptive technologies, testing new ideas and learning how to remain close to the innovation frontier." [Read Article](#)

Airbus to Check Wings of Emirates, Qantas A380 Jets for Cracks

IndustryWeek - Bloomberg

A wing-crack debacle seven years ago cost Airbus millions of euros in repair and service costs, only one of the glitches to have plagued the world's biggest passenger plane.



Airbus SE will inspect the wings of its A380 double-decker jets after cracks were found on some planes.

The fissures could reduce the structural integrity of the wings if not repaired, according to the European Union Aviation Safety Agency, which is drafting an airworthiness directive on the issue. Aircraft won't need to be grounded, with fixes to be made during scheduled overhauls.

Checks will initially affect 25 of the oldest superjumbos in service, including planes at Dubai-based Emirates, Qantas Airways Ltd. of Australia and Singapore Airlines Ltd. Remaining planes must be examined before they're 15 years old. [Read Article](#)

Six Sigma Methods Improve Manufacturing Efficiency and Confidence

IndustryWeek - Bally Ribbon Mills

Statistical analysis reduces errors and failures, leading to a far greater number of products manufactured to customer specifications.



More than just another production fad, Six Sigma is a methodology, driven by data, by which manufacturing facilities can work towards fully eliminating defects. The central principle of Six Sigma is that data can be used to drive manufacturing to achieve at least six standard deviations between the mean and the nearest specification limit; in other words, to produce no more than 3.4 defects outside of customer specifications in each one million products.

By assessing process performance with Six Sigma statistical representations, manufacturing facilities can greatly increase productivity, efficiency, and cost savings. [Read Article](#)

Cyber Security and IT News

Internet Wobble Caused By Cloudflare Glitch

BBC

Internet users faced problems accessing many websites for about an hour because of a problem with Cloudflare.



The company provides internet security and other services meant to help online businesses operate smoothly.

Many members of the public had reported seeing "502 errors" displayed in their browsers when they tried to visit its clients. [Read Article](#)

Apple Says it Doesn't Track You, But apps on iPhone Sure Do

USA Today - Jefferson Graham

Unlike Facebook, Google and Amazon, Apple proudly proclaims that it "doesn't gather your personal information to sell to advertisers or other organizations."



The company uses its alternative approach to privacy as a marketing tool, telling consumers that e-mails, direct messages and internet clicks aren't monitored by Apple.

However, what it has built is a system that's been exploited by others for tracking. In speeches, Apple CEO Tim Cook decries privacy abuses by Silicon Valley rivals but hasn't changed its systems to stop them in their tracks. [Read Article](#)

4 Chilling Lessons From a Tech Hotline Scam

USA Today - Kim Komando

Some people think they're immune to cybercriminals. "I'm not even on their radar," they think. "What are the chances that I'll get targeted? It's not like I'm famous or have zillions of dollars."



Well, let me tell you a cautionary tale: A gentleman named Bob recently called my national radio and television show. He owns a Homeland Security consulting company, so he's about as knowledgeable about online precautions as a person can be. For work, Bob was using a Yahoo Small Business account, and he needed to upgrade his service. [Read Article](#)

What Happens if a Hypersurveillance Approach to Spying on Workers Becomes the Norm?

BBC - Sarah Griffiths

The concept of a "job for life" seems a distant dream for most people in 2019.

After all, the gig economy is mushrooming at an astonishing rate; an estimated 57 million people in the US and 1.1 million people in the UK rely on flexible short-term jobs to pay their bills.

This is set to increase. By 2035 most of us will be doing jobs without the security of long-term contracts, and our every move will be monitored at work thanks to billions of Internet of Things (IoT) devices. [Read Article](#)

FBI, ICE Find State Driver's License Photos are a Gold Mine for Facial-recognition Searches

Washington Post - Drew Harwell



A cache of records shared with The Washington Post reveals that agents are scanning millions of Americans' faces without their knowledge or consent.

Agents with the Federal Bureau of Investigation and Immigration and Customs Enforcement have turned state driver's license databases into a facial-recognition gold mine, scanning through millions of Americans' photos without their knowledge or consent, newly released documents show. Thousands of facial-recognition requests, internal documents and emails over the past five years, obtained through public-records requests by researchers with Georgetown Law's Center on Privacy and Technology and provided to The Washington Post, reveal that federal investigators have turned state departments of motor vehicles databases into the bedrock of an unprecedented surveillance infrastructure.

Police have long had access to fingerprints, DNA and other "biometric data" taken from criminal suspects. But the DMV records contain the photos of a vast majority of a state's residents, most of whom have never been charged with a crime. [Read Article](#)

Equifax Data Breach Settlement: What You Should Know

Federal Trade Commission - Alvaro Puig, Consumer Education Specialist, FTC



In September of 2017, Equifax announced a data breach that exposed the personal information of 147 million people.

Under a settlement filed today, Equifax agreed to spend up to \$425 million to help people affected by the data breach. If you were affected by the Equifax breach, you can't file a claim just yet. That's coming. But you can sign up for FTC email alerts about the settlement at ftc.gov/Equifax. [Read Release](#)

Capital One Data breach Fallout: How to Protect Yourself



USAToday - Jefferson Graham

Another day, another security breach. And another reminder to protect yourself.

Capital One Bank said Monday that some 100 million accounts were breached, putting many customers at risk. So what to do now? Start by immediately freezing your credit reports at the three major firms: Equifax, Experian and TransUnion.

Begin by registering on the websites, and then look for the "security freeze" link. You'll need to type in your name, address, social security number and home addresses. [Read Article](#)

FTC Approves Facebook Fine of About \$5 Billion

The New York Times - Cecilia Kang



The Federal Trade Commission has approved a fine of roughly \$5 billion against Facebook for mishandling users' personal information, according to three people briefed on the vote, in what would be a landmark settlement that signals a newly aggressive stance by regulators toward the country's most powerful technology companies.

The much-anticipated settlement still needs final approval in the coming weeks from the Justice Department, which rarely rejects settlements

reached by the agency. It would be the biggest fine by far levied by the federal government against a technology company, easily eclipsing the \$22 million imposed on Google in 2012. The size of the penalty underscored the rising frustration among Washington officials with how Silicon Valley giants collect, store and use people's information. [Read Article](#)

Are Cellphones a Flight Danger? They Are on These Boeing Jets

IndustryWeek - Bloomberg

In just the past three years, mystified pilots flying Boeing NG or 777 jets the same models cited in an FAA warning on cell phones have reported more than a dozen instances of important flight information disappearing. U.S. government officials in 2014 revealed an alarming safety issue: Passenger cell phones and other types of radio signals could pose a crash threat to some models of Boeing 737 and 777 airplanes.

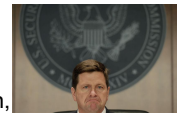


More than 1,300 jets registered in the U.S. were equipped with cockpit screens vulnerable to interference from Wi-Fi, mobile phones and even outside frequencies such as weather radar, according to the Federal Aviation Administration, which gave airlines until November 2019 to replace the units made by Honeywell International Inc. [Read Article](#)

FTC To Hold Facebook CEO Mark Zuckerberg Liable For Any Future Privacy Violations

NPR - Aarti Shahani

As part of a settlement with the Federal Trade Commission, Facebook CEO Mark Zuckerberg could be subject to penalties if his company doesn't comply with an agreement over privacy violations.



Facebook CEO Mark Zuckerberg will have to personally answer to federal regulators under an agreement to settle a privacy case with the Federal Trade Commission that includes a \$5 billion penalty for the giant social media company, the agency announced Wednesday. Separately, Facebook will pay \$100 million to settle a case with the Securities and Exchange Commission for making misleading disclosures about the risk that users' data would be misused, the SEC said.

Under the FTC agreement, Zuckerberg will be required to submit quarterly compliance reports directly to the federal regulators and to Facebook's board of directors. If the Facebook co-founder or "designated compliance officers" violate the agreement, they could be subject to civil and criminal penalties, the FTC said.

"There's no way that the CEO can bury his head in the sand," James Kohm, head of the FTC's enforcement unit, told NPR. "There's no ostrich defense." [Read Article](#)

New York City to Consider Banning Sale of Cellphone Location Data

Jeffery C. Mays

Proposed legislation in New York City would make it illegal for cellphone companies and mobile app developers to share location data gathered while a customer's mobile device is within the five boroughs.



Telecommunications firms and mobile-based apps make billions of dollars per year by selling customer location data to marketers and other businesses, offering a vast window into the whereabouts of cellphone and app users, often without their knowledge.

That practice, which has come under increasing scrutiny and criticism in recent years, is now the subject of a proposed ban in New York. If the legislation is approved, it is believed that the city would become the first to forbid the sale of geolocation data to third parties. [Read Article](#)

Barr Revives Encryption Debate, Calling on Tech Firms to Allow for Law Enforcement

The New York Times - Katie Benner

The attorney general, reopening the conversation on security vs. privacy, said that encryption and other measures effectively turned devices into "law-free zones."



Attorney General William P. Barr said on Tuesday that technology companies should stop using advanced encryption and other security measures that effectively turn devices into "law-free zones" that keep out law enforcement officials conducting criminal investigations.

"As we use encryption to improve cybersecurity, we must ensure that we retain society's ability to gain lawful access to data and communications

when needed to respond to criminal activity," Mr. Barr said in his keynote address at the International Conference on Cybersecurity at Fordham University Law School in Manhattan.

The Justice Department has long pushed technology companies to help the government gain access to information on electronic devices, a conflict that last peaked in 2016, when investigators obtained a court order that required Apple to help the F.B.I. unlock an iPhone recovered after the mass shooting in San Bernardino, Calif., in December 2015. [Read Article](#)

Human Resource Management News

Trump NLRB Whittles Away Union Privileges

Material Handling & Logistics - David Sparkman

The Trump-era National Labor Relations Board is continuing to reverse policies that in the past granted the unions broad privileges when it comes to their organizing activities. One of these could eventually result in the giant inflatable Scabby the Rat facing termination with extreme prejudice sometime in the near future. Another decision recently handed down by the board allows employers to ban nonemployee union organizers from their premises.



On May 14, NLRB general counsel Peter B. Robb recommended that the board reverse several Obama-era policies as not being lawful, including ones that permitted the use of such balloons, as well as the erection of stationary banners, to picket company facilities of firms that are not the primary target of the union action but are doing business with the firm that is. [Read Article](#)

How to Fill Your Company with Rockstar Employees

IndustryWeek - Kellogg Insight

Four steps to build a culture that attracts the best of the best.



Attracting and retaining talent is the top concern of CEOs, and for good reason. People problems are both expensive and common.

Good hires, meanwhile, can be several times more productive than the average performer, according to Jeff Hyman, an adjunct lecturer of management and organizations at the Kellogg School and chief talent officer at Strong Suit Executive Search. "You get incredible value and build incredible organizations by recruiting the right people," he says.

For Hyman, the "right people" are those in roughly the top 5 percent of candidates for a given position at a given compensation level. These are the "rockstars," as he describes them, and executives need to get past the idea that hiring occurs on a bell curve. [Read Article](#)

When Conflict Strikes, Don't Run the Other Way

IndustryWeek - Jeremy Pollack

Four tips for mediating worker strife before it gets out of hand.



A well-functioning team of employees is critical to any organization's success. As all plant managers know, however, conflict is simply part of the job, which makes conflict resolution a critical skill for leadership. Unfortunately, conflict may not always be confronted in the healthiest of ways.

Recently, I consulted on and mediated a conflict between a foreman and one of his delivery drivers at a commercial HVAC manufacturing plant. The plant director had been unsuccessful in mediating the conflict himself, as he simply did not have the tools to do so, and the problem was only getting worse. In addition to their conflict creating productivity problems and delivery issues, it was now creating an atmosphere of tension among other team members.

Factions were forming. Some workers were on the foreman's side, while others were on the driver's side, and now these entire groups of people were seemingly at odds. All of this was being led by an initial conflict between two individuals. [Read Article](#)

Plant Closings and Corruption Color Detroit UAW Talks

IndustryWeek - Bloomberg

On one side of the bargaining table will be union brass angry about plant closures and embarrassed by scandal. On the other will be auto executives sweating shrinking sales and risky billion-dollar bets to survive an era of disruption.



Thus is the difficult backdrop the United Auto Workers and Detroit Three have to overcome to clinch new four-year labor contracts. Negotiations kick off this week with handshake ceremonies that will belie the tension between one of the largest U.S. unions and car manufacturers employing almost 150,000 members. [Read Article](#)

Tell Employees: Lose the Emojis

Material Handling & Logistics - David Sparkman

Harmless-seeming symbols can create misunderstandings that cause legal woes.



They seem so harmless, even a bit childish—those proliferating little cartoon faces and symbols called emojis that people attach to their e-mail messages and social media posts. But if you are in business, they could draw big trouble.

In fact, recent research shows that from 2004 to 2018 there were 171 court opinions handed down in the United States referencing emojis and their brethren, emoticons, according to Jason A. Levine, an attorney at the law firm of Vinson & Elkins LLP. And the problem is only getting worse. Cases involving emojis have spiked upward in recent years, with a total of 33 emoji-related court decisions rendered in 2017 and 53 in 2018.

Emojis are popping up in a wide variety of matters including contract disputes, employment litigation (especially involving sexual harassment and discrimination law suits), and even murder cases, Levine points out. The types of emojis most often cited in these legal disputes have been smiley faces, winky faces, sad faces and guns.

The reason why emojis create potential legal problems can be boiled down to the old saying that a picture is worth a thousand words, and not all of them yours. Emojis can be interpreted in different ways by different people, which means they hold the potential to create huge misunderstandings. This is a serious problem for businesses because there are literally thousands of emojis that have been created. They have become all too common in business communications, which can quickly become miscommunications as a result. [Read Article](#)

Drug Testing in the Era of Marijuana Legalization

EHS Today - David Sparkman

How can an employer continue to pursue a drug-testing policy in the midst of the continuing trend of states legalizing marijuana for both medical and recreational use, especially when these states' laws run up against federal laws that still ban the psychoactive drug's use?



It can be hard to do so, but it is still possible, according to attorneys J. Christopher Selman and Alexander Thrasher of the law firm of Bradley Arant Boult Cummings LLP. "This rapidly evolving legal landscape presents new challenges for employers, particularly those with offices and employees in several states," they admit. "Employers must balance complying with often divergent federal and state laws, maintaining a safe work environment and protecting employees' rights." [Read Article](#)

How to Navigate EEO-1, Component 2

Material Handling & Logistics - David Sparkman

On July 15 the Equal Employment Opportunity Commission (EEOC) opened its website portal for employers to file their EEO-1 Component 2 wage and hour data, which is due no later than Sept. 30.



The commission also offered advice on how to fill out the form, which requires the collection of extensive employment data. The 12 pay bands range from about \$19,000 to more than \$208,000 a year across 10 job categories, and then by the same racial, ethnic and sex groupings that were previously used when submitting demographic data in earlier EEO-1 forms.

Employers also are required to submit a report for employee pay data applicable to 2017 by the same Sept. 30 deadline set for when the final installment of the 2018 data is due. Both sets of the Component 2 data must include aggregated data for both 2017 and 2018 regarding the pay and hours worked. [Read Article](#)

How to Handle Environmental Release Investigations

EHS Today - David Sparkman

Any kind of environmental release at one of your facilities creates the potential for distracting regulatory investigations, stinging fines and costly litigation. Some of that can be ameliorated by conducting the right kind of internal investigation of a leak immediately after it occurs.



Internal investigations may be driven by a company's desire to identify the root cause of an incident, verify an unconfirmed allegation, be a responsible corporate citizen, address liability concerns, or take remedial measures to prevent similar incidents from reoccurring, among many other reasons.

[Read Article](#)

Do Blue Light Glasses Actually Work? Everything You Need to Know Before You Buy a Pair

USA Today - Madeline Purdue

LOS ANGELES - With the amount of time we spend on our devices increasing, it's probably no surprise to you that staring at a screen for long periods can hurt your eyes.



A new product is emerging to help reduce potential side effects of being glued to a screen all day - blue light glasses that filter or absorb rays from sources of blue light such as phones and computer screens.

They are being sold by eye care professionals, designer brands and they're even available on Amazon for around \$20 in different colors and styles to look like everyday eyewear. Blue light filtering is also available as an add-on to prescription and reader glasses. [Read Article](#)

New EPA Regulation Affects Healthcare Industry

EHS Today - Wade Scheel

The U.S. Environmental Protection Agency (EPA) recently published its highly anticipated final rule on the Management Standards for Hazardous Waste Pharmaceuticals.



This new regulation was published in the Federal Register in Feb. 22, 2019, and it requires health and environmental facilities to examine and likely restructure their hazardous waste management practices.

These new standards will replace current hazardous waste generator regulations, which is why it's imperative for your facility to be aware of these changes in order to provide a safe and healthy work site. [Read Article](#)

OSHA Issues Standards Improvement Final Rule

EHS Today - David Sparkman

A catch-all rule making changes in several regulations was issued by the Occupational Safety and Health Administration (OSHA) as part of its ongoing Standards Improvement Project (SIP).



Going into effect July 15, the updated regulations generally simplify employer efforts both in complying with the agency's requirements along with determining how to achieve that compliance. For example, the rule replaces 31 pages of regulatory text on how to manage hazardous chemicals in the construction industry with a cross reference to an identical standard for general industry.

"Even with OSHA's emphasis on regulatory simplification, however, there are several key requirements that employers should closely consider to ensure continued compliance with OSHA standards," warns attorney Adam R. Perkins of the law firm of Littler Mendelson PC. Among them are the following. [Read Article](#)

Forklift Fiascos and Lift Truck Lunacy

Handling & Logistics - Dave Blanchard

A look at some worst practices in forklift operation and warehouse management, caught on video.



Forklift safety isn't something to be taken lightly, and over the years MH&L has been at the forefront of the industry in preaching its importance, through our articles, news coverage and our past sponsorship of National Forklift Safety Day and attendant events in Washington, D.C. [See Slideshow](#)

If it's difficult to identify, explain or document

your firm's worker development process, maybe you don't have one.

Perhaps your firm finds it difficult to accommodate change or measure and improve worker performance. Or, scrap and rework are unreasonably high for workers that were thought trained.

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:

- Is designed to your job classification, your operation and incorporates your firm's specifications, process, standards and policies;
- Ends your worries and costs over finding qualified candidates and closing the "skills gap;"
- Drives every worker to full job mastery while they simply learn their job;
- Cuts your employee turnover costs;
- Captures worker expertise before it leaves and use it to quickly and thoroughly train replacements;
- Provides metrics and reports for process monitoring and improvement.

European-style apprenticeships without the exorbitant cost... whether registered or not.

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