



Proactive Technologies News

The *Proactive Technologies Report* newsletter is a Free Service of Proactive Technologies Inc. Important Stories You Might Have Missed Share With a Colleague

**How Much Would "Full Worker Capacity" Through Full Job Mastery Be Worth to Your Firm?**

by Dean Prigelmeier, President of Proactive Technologies, Inc.



According to Ed Timmons, CEO of the National Association of Manufacturers, "[our labor costs in the U.S. are still 20% too high.](#)" If he means that employers may be paying too much for unused or unusable worker capacity, and they should seek methods to develop it, I can agree with that. If he means employers should focus on spending enormous amounts on finding alternatives to labor, or randomly cutting workers, or asking workers to work for less wages and less benefits, I would say "hold on a minute."

Given the growing discontent by workers who still haven't recovered from the Crash of 2008 and are still trying to come back to the wage level they once had for the talents they possess as their employer and their shareholders built great profits, workers might want a seat at that discussion. Many families, today, are challenged by rising prices of nearly everything and stagnating or eroding wages. This preoccupation with driving down labor costs, while reporting to Wall Street record quarterly profits, may benefit shareholders in the short-run, but it is surely self-destructive and illusionary in the long-run.

As recently reported in Industry Week, a group of CEOs from major U.S. corporations, The Business Roundtable, released a statement saying that **shareholder value is no longer its primary focus** - shifting their practices to line up with their new definition of the "purpose of a corporation." The new vision emphasizes investing in employees, supporting communities, dealing ethically with suppliers and providing customers with value. "The group signed the [Business Roundtable's new Statement on the Purpose of a Corporation](#). It's a sea change that moves companies away from the age-old philosophy that companies' main goal is to look after shareholders."

***There is an effective, proven alternative to cutting labor costs through gutting organizational capacity.***

Focusing solely on shareholder profits has stunted the long-term viability of many a thriving organization. Under the cover of "making the firm more efficient," when more profits could not be derived from expanding the market and market penetration, some investors forced cuts on firms that determined a firm's long-term capability to compete, take advantage of emerging market opportunities, and adapt to changing markets and turbulent economic forces. [Read More](#)

**Task-Specific Performance Reviews - An Accurate Metric for a Structured On-Job-Training Outcome**

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



Proactive Technologies, Inc.™ - capturing worker expertise to build and support job specific, task-based worker development programs (with metric-based solutions) since 1986.

Experience the power of the [accelerated transfer of expertise™](#)

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

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

## Proactive Technologies' Publications Archive

To download a .pdf version of this issue, find the link at the bottom of this month's post on our website's [News and Publications](#) page or click [Proactive Technologies Report - September 2019 Issue](#). While at our web site, check out past newsletters, articles and more.

Helping employers to unlock worker value since 1986!



## Sign-up for our free monthly newsletter

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

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[Environmental, Health & Safety News](#)

### Free - Live Online Presentation Schedule

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

Technologies, Inc.

We have all been through it. For decades this has been the topic of comedy shows and movies...the dreaded annual performance review. And when it is over, we might tell our confidants how non-reflective of reality and unfair it was. We calm down over the next few months and grow more anxious each month as we get closer to the next one thinking we are at its whim.

Why are they used? Are they supposed to be a good measure of performance or just a way to meet a human resources department obligation. More times than not they seem like a justification for not giving a wage increase than guidance on how an employee can continually improve and contribute to the organization.

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**It is bewildering why management would spend the time and money, and risk employee morale time and again, on a employee measurement that isn't.**

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Conceptually, the performance review has a purpose. It is to measure employee performance during a review period, identify areas of weakness and strength, and offer guidance on how an employee can improve on shortcomings and expand potential. But that is only possible if it is accurate to the job classification against which an individual is measured.

Several decades ago, performance review criteria became a template - one form fits all. In order for that to be possible, the metrics had to become more general, such as whether the individual "works well with others," "completes projects on time," "shows initiative." At best, these types of measures leave the reviewed wondering whose job performance is being discussed. At worst, these subjective measures leave a lot of latitude for the reviewer who sometimes deliberately or inadvertently punishes an otherwise good performing employee.

Studies have shown that performance reviewers rarely have a method to gather performance history for each employee throughout a review period, so they rely on their memory. [Read More](#)

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

by Proactive Technologies, Inc. Staff

**Proactive Technologies, Inc.** works with many employers, a large number of them manufacturers, to set up structured on-the-job training programs designed to their exact job classification(s), built to train incumbent and new-hire workers to "**full job mastery**" - still the most elusive goal most employers face and the key to "closing the "skills gap." **Under-capacity of workers is an enormous source of untapped value and unrealized return on worker investment.**

The [accelerated transfer of expertise™](#) approach can **help any employer quickly and completely train the skilled workers they need AND realize an increase in worker capacity, work quantity/quality and compliance (ISO/TS/AS, engineering specifications and safety) while reducing the internal costs of training.** New-hires and incumbent workers are driven to full job mastery and higher levels of return on worker investment (ROWI). The task-based, structured on-the-job training infrastructure is perfect for apprenticeships; instead of marking the calendar for "time-in-job," job-relevant tasks are mastered and documented. **AND, unlike classroom or online training, the cost per trainee decreases with each added trainee once set up.**

This approach makes a worker's mastery of the job the focus, integrating into the company's existing systems and standards by building structure around the loosely arranged worker development activities already in place. By structuring the unstructured worker training to make it work effectively and efficiently, this approach maximizes the use of resources already in place.

[Read More](#)

## Supervisors and First Line Management Need Structured On-The-Job Training, Too

by Dean Prigelmeier, President of Proactive Technologies, Inc.

It seems every organization is scrambling to "lean" the operation these days. This implies producing the same amount of output, or more, with decreased amount of inputs by fine-tuning logistics, internal work flows and processes. Workers get moved around or out, and processes get reorganized and

[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

relocated.

Changes to the operation signal that the workers responsible to implement changes will need to know the new way of doing things. All affected workers, all shifts. Yet, often very little thought is given to the effectiveness of improvements if not everyone is on the same page.

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*"One of the supervisors who participated in the program development said with clear certainty, 'I wish you had this when I started. When you hired me, I was just shown my desk and told to call HR or the manager if I had any questions. Yes, you had me attend some management classes on leadership, quality and striving for excellence, but I really couldn't connect what was learned to my job since I had not yet learned what I was supposed to do and how to do that well. Until we completely analyzed all of the tasks that make up my job, I really had no idea which tasks I never have had a chance to learn or even knew I needed to learn them.'"*

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What should be an obvious "must," the notion that increasing worker capacity at all levels through task-based, deliberate, documented, measurable and verifiable structured on-the-job training is often usurped. It is replaced by a policy of hopefulness that workers will learn to perform the tasks of their job on their own or by osmosis or, even less effective and disappointing, attending a class here and there in expectation of closing the "skills gap." I often discuss this in the context of production or service workers, but this extends to all levels of most organizations. The impact doesn't go unnoticed by controllers and CEO's under pressure to increase revenue or lower costs, but measures to correct this imbalance are seldom explored let alone utilized.

Invariably, the most target-rich environment for harvesting huge savings and significantly increasing capacity is bypassed - either from a lack of understanding of what it takes to be a "subject matter expert" or entrenched neglect. Ignoring the need for structured on-the-job training is like investing in a state-of-the-art machine, then waiting for it to set-up and program itself. Even artificial intelligence needs someone to train it the first time to do the things expected in the proper way.

When one considers the serious collateral damage caused by underdeveloped or underutilized worker capacity (e.g. scrap, rework, loss of "tribal knowledge" when someone retires or moves on, loss of customer confidence, loss of employee confidence), red flags and alarms should be going off continuously, since all of these are present on a daily basis. [Read More](#)

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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!

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



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

## **September, 2019**

Colorado (Eastern Slope)

Indiana

Kansas (Kansas City, Topeka and I70 Corridor)

Utah

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!**

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

**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, 2nd quarter 2019 (second estimate); Corporate Profits, 2nd quarter 2019 (preliminary estimate)**



*US Department of Commerce - Bureau of Economic Analysis*

Real gross domestic product (GDP) increased 2.0 percent in the second quarter of 2019, according to the "second" estimate released by the Bureau of Economic Analysis. The growth rate was 0.1 percentage point lower than the "advance" estimate released in July. In the first quarter, real GDP rose 3.1 percent.

Profits from current production (corporate profits with inventory valuation and capital consumption adjustments) increased \$105.8 billion in the second quarter, in contrast to a decrease of \$78.7 billion in the first quarter. [Read Report](#)

### **Personal Income, Outlays**

*US Department of Commerce - Bureau of Economic Analysis*



Personal income increased 0.1 percent in July after increasing 0.5 percent in June. Wages and salaries, the largest component of personal income, increased 0.2 percent in July after increasing 0.5 percent in June. [Read Report](#)

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

*US Census Bureau*

New orders for manufactured goods in June increased \$3.1 billion or 0.6 percent to \$493.8 billion. June 2019: +0.6° % change; May 2019 (r): -1.3° % change. [Read Report](#)



### **Advanced Report on Manufacturers' Shipments, Inventories, and Orders**

*US Census Bureau*

New orders for manufactured durable goods in July increased \$5.0 billion or 2.1 percent to \$250.4 billion.

July 2019: +2.1° % change; June 2019 (r): +1.8° % change.

[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.

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

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CONSULTING

- Job-Relevant Technical

## Job Openings and Labor Turnover

US Bureau of Labor Statistics

Large numbers of hires and separations occur every month throughout the business cycle. Net employment change results from the relationship between hires and separations. When the number of hires exceeds the number of separations, employment rises, even if the hires level is steady or declining.



Conversely, when the number of hires is less than the number of separations, employment declines, even if the hires level is steady or rising. Over the 12 months ending in June, hires totaled 69.4 million and separations totaled 66.9 million, yielding a net employment gain of 2.5 million. These totals include

workers who may have been hired and separated more than once during the year. [Read Report](#)

## Civilian Labor Participation Rate

Federal Reserve Economic Data

Data and graph of civilian labor participation rate from 1950 to today. [Read Report](#)



## Job Creation - Employment Situation Summary

US Bureau of Labor Statistics

In July, average hourly earnings for all employees on private nonfarm payrolls rose by 8 cents to \$27.98, following an 8-cent gain in June. Over the past 12 months, average hourly earnings have increased by 3.2 percent. In July, average hourly earnings of private-sector production and nonsupervisory employees rose by 4 cents to \$23.46. (See tables B-3 and B-8.) The average work week for all employees on private nonfarm payrolls decreased by 0.1 hour to 34.3 hours in July. In manufacturing, the average work week decreased by 0.3 hour to 40.4 hours, and overtime declined by 0.2 hour to 3.2 hours. The average work week of private-sector production and nonsupervisory employees declined by 0.1 hour to 33.5 hours. (See tables B-2 and B-7.)

[Read Report](#)



## Industry Leaders Discuss the 'Good News, Bad News' of Manufacturing's Future

IndustryWeek - Abigail Miller

Optimism is tempered by automation anxiety and concern about an increasing skills gap.



After releasing its most recent survey on public attitudes toward manufacturing a week prior, the Brookings Institution hosted the eighth annual John Hazen White Forum on Public Policy to discuss the survey's findings.

The forum, which was split into two, one-hour panels, was moderated by Darrell West, the vice president of Governance Studies at Brookings and director of the survey. [Read Article](#)

## U.S. Trade Policy Fails to Reshore Manufacturing

CFO.com - David McCann

Several government measures designed in part to bring manufacturing jobs back to the United States are having the opposite effect so far.



Significant changes to U.S. trade policy, aimed at bringing manufacturing back to America, are not having the desired impact, according to a new report from A.T. Kearney.

In fact, the consulting firm's sixth annual Reshoring Index showed that manufactured goods imports to the United States from the 14 largest low-cost-country (LCC) trading partners in Asia actually rose by \$66 billion last year. That represented a 9% increase, the largest annual spike since the beginning of the economic recovery a decade ago.

By comparison, U.S. gross manufacturing output grew only 6% year over year in 2018. [Read Article](#)

## GE Aviation Supplying Hybrid Propulsion System for VTOL

American Machinist - Staff

GE and XTIAircraft are cooperating to develop the GE Catalyst as a power source for TriFan 600 vertical takeoff and landing aircraft



GE Aviation will provide its GE Catalyst™ engine to XTIAircraft Co. as the

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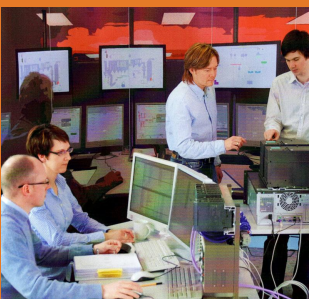
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core of the hybrid-electric propulsion system for its vertical-takeoff-and-landing (VTOL) aircraft, the TriFan 600. The TriFan 600 is a six-seat fixed-wing aircraft powered by three ducted fans - two pivoting on the wing and one in the aft fuselage.

The aircraft is promoted as having the speed, range, and comfort of a business jet, with the takeoff and landing capability of a helicopter. XTI recently completed initial hover tests of the TriFan 600 prototype, testing its autonomous functions and ground control systems, including electric motors, the battery system, ducts, propellers, flight controls, electrical systems, and instrumentation. Customers have placed 80 orders to date for the TriFan 600. [Read Article](#)

### Air France-KLM Commits to \$5.5B Airbus Order

*American Machinist - Staff*

Air France-KLM Group committed to purchase up to 60 of Airbus SE's A220-300 medium-range aircraft, a deal that could be worth up to \$5.5 billion, according to the most recent list price for the twin-engine jets. In addition to those 60 aircraft, which will be operated by Air France, the carrier gained 30 options and 30 purchase rights for additional jets, according to published reports.



"This aircraft demonstrates optimal operational and economic efficiency and enables us to further improve our environment footprint thanks to the A220's low-fuel consumption and reduced emissions," stated Benjamin Smith, the carrier's CEO. [Read Article](#)

### US Factory Gauge Sinks to Lowest Since 2016 With Exports Shaky

*IndustryWeek - Bloomberg*

U.S. manufacturing activity deteriorated in July to an almost three-year low, dragged down by slower production and shaky export markets that help explain the Federal Reserve's decision to reduce interest rates on Wednesday.



The Institute for Supply Management's index eased to 51.2 last month from 51.7 in June, according to data released Thursday. Figures above 50 signify expansion, and the median estimate in a Bloomberg survey of economists was for a July reading of 52. Measures of output, factory employment and input prices all declined during the month. [Read Article](#)

### More Proof of Machine Tool Demand Decline

*American Machinist - Staff*

Italian producers' new order totals fell -31.4% year-over-year in 2Q 2019, with double-digit decreases from domestic and foreign buyers.

Data continues to demonstrate the decline in demand for manufacturing technology, with the Italian machine-tool builders trade association (UCIMU) now reporting a -31.4% decline in new orders during the second quarter of 2019.

UCIMU-Sistemi per Produrre represents Italian machine-tool, robot, and automation system suppliers. The slowing demand for machine tools first became apparent in the latter part of 2018, with the group's annual summary report indicating a slight year-over-year decline in demand for new machine tools. [Read Article](#)

### Cutting Tool Purchasing on the Rise

*ThomasNet - Jeff Reinke*

A recent report from the U.S. Cutting Tool Institute and the Association for Manufacturing Technology shows that U.S. cutting tool consumption was just under \$199 million for the month of June. While this number is down from the previous month, the market's year-to-date total of \$1.25 billion is more than 3% higher than in 2018.



The softening market is based on some seasonal trends, as well as a slight slowdown in the U.S. economy overall. Several growth markets are also experiencing a slight drop in purchasing, including oil and gas, aerospace, and automotive. Industry experts expect market data to start trending upwards once the totals from the summer months are available.

These numbers seem to sync with the latest information from the Institute for Supply Management's Purchasing Manager's Index (PMI). The PMI for July 2019 came in at 51.2%, one-half of a point lower than June and the lowest reading in nearly three years. [Read Article](#)



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## MEMORABLE QUOTES

**"If you can't describe what you are doing as a process, you don't know what you're doing."**

[W. Edwards Deming](#)

American engineer, statistician,

## Auto Tool-and-Die Shops Hit by Slowdown

*American Machinist - Staff*

A recent survey of automotive mold-and-die shops reveals that the North America's tooling sector's capacity utilization has dropped to a new low point since the coverage three years ago. The Automotive Tooling Barometer Survey, conducted by the Original Equipment Suppliers Assn. and Harbour Results Inc., revealed mold shop capacity utilization fell to 74% during Q2 2019, down 4% compared to Q1 2019, mainly due to new lows in automotive-sourcing activity.



The OESA Automotive Tooling Barometer survey was developed to provide an indicator of the current state of the automotive tooling industry, and to gauge its near-term prospects. [Read Article](#)

## Auto Supplier Opens \$80 Million Indiana Factory

*ThomasNet - Andy Szal*

Vehicle chassis manufacturer BWI Group on Friday officially opened its new \$80 million factory in suburban Indianapolis.



BWI, or BeijingWest Industries, is a joint venture between Shougang Corp. and Beijing Fangshan State-Owned Asset Management that acquired Delphi's brake and suspension business a decade ago. Indiana economic development officials said the company now supplies General Motors - Delphi's former parent company - as well as Ford, Honda, BMW, Audi, Porsche, and Ferrari. [Read Article](#)

## Support Rolls in for America's Transportation Infrastructure Act

*Material Handling & Logistics - Staff*

On July 29, The U.S. Senate Environment and Public Works Committee unveiled America's Transportation Infrastructure Act (ATIA), which authorizes \$287 billion in funding from the Highway Trust Fund for the nation's surface transportation programs over the next five years.



According to the committee, it is the largest amount of funding provided for highway reauthorization legislation in history.

The legislation includes provisions to improve road safety, accelerate project delivery, improve resiliency to disasters, reduce highway emissions, and grow the economy. [Read Article](#)

## New Bill Aims to Prevent Exploitation of the Technology Supply Chain

*Material Handling & Logistics - Staff*

"While there is broad recognition of the threats to our supply chain posed by China, we still lack a coordinated, whole-of-government strategy to defend ourselves," said Senator Warner.



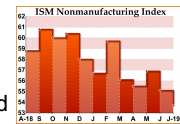
On July 30 Senators. Mike Crapo (R-Idaho) and Mark Warner (D-Va.) introduced legislation intended to secure the U.S. technological supply chains from exploitation from countries such as China.

The Manufacturing, Investment, and Controls Review for Computer Hardware, Intellectual Property and Supply (Microchips) Act would establish a National Supply Chain Security Center within the Office of the Director of National Intelligence. [Read Article](#)

## U.S. Service Sector Growth Continues To Slow In July

*RTTNews - Staff Writer*

Growth in U.S. service sector activity unexpectedly slowed in the month of July, according to a report released by the Institute for Supply Management on Monday.



The ISM said its non-manufacturing index fell to 53.7 in July after dropping to 55.1 in June. A reading above 50 still indicates service sector growth, although economists had expected the index to inch up to 55.5.

With the unexpected decrease, the non-manufacturing index slid to its lowest level since hitting 51.8 in August of 2016. [Read Article](#)

## Trump's Lordstown 'Savior' Workhorse Takes in \$70 a Day

*IndustryWeek - Bloomberg*

Back in early May, President Donald Trump blasted out a tweet one morning under the banner "great news for Ohio." The great news? General Motors Co. was in talks with a company called Workhorse Group about forming a new affiliate that would buy and re-open the shuttered Chevrolet Cruze



professor, author, lecturer, and management consultant  
1900-1993

**"If you're one step ahead of a current practice, you're seen as an innovator. If you're two steps ahead of a current practice, you're seen as a lunatic. If you're three steps ahead of a current practice, you're seen as a heretic."**

**Unknown**

Often used in a business improvement context

**"The will to win, the desire to succeed, the urge to reach your full potential...these are keys that will unlock the door to personal excellence."**

**Confucious**

Chinese philosopher and politician. Confucianism, emphasized personal and governmental morality, correctness of social relationships, justice and sincerity. 551-479 B.C.

## Recent Proactive Technologies News Article Quicklinks

### August

[Thirteen Good Reasons Why Structured On-The-Job Training Should be Part of Your Business Strategy](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[The High Cost of Employee Turnover](#)

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

[Ensuring Worker Training Complies With ISO, AS, TS and Other Quality Mandates](#)

Proactive Technologies, Inc. - Staff

[From Innovation to Implementation - Success Depends on Preparedness of Those Executing](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

### 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

car plant in Lordstown. Hundreds of jobs would be saved, in other words.

The plan was met with immediate skepticism, and Workhorse's second-quarter earnings report Tuesday further doused the optimism. The electric-truck maker's sales, never really robust at any point in its 12-year history, totaled all of \$6,000 in the quarter. That's about \$70 a day, give or take. The company's stock plunged, sinking as much as 35% and dropping its market value to less than \$200 million. [Read Article](#)

### Trump Safety Pitch for Easing Car Standards Rebutted by Study

*IndustryWeek - Bloomberg*

Consumer Reports argues that "the effects on safety from changes in fuel-economy standards are quite small and likely not statistically different from zero."



President Donald Trump's plan to freeze U.S. vehicle efficiency standards would result in higher costs for motorists without doing anything to boost highway safety, according to an analysis by Consumer Reports that undermines the administration's chief talking points in favor of the move.

The analysis comes as the White House reviews a final drafted plan for easing vehicle emissions and fuel economy standards, despite escalating pressure from some automakers and California to change course. The administration last year proposed capping fuel economy and tailpipe carbon dioxide emission standards at 2020 levels, instead of allowing them to become stricter each year as under existing regulations. The plan also calls for stripping California of its authority to regulate tailpipe greenhouse gas emissions. [Read Article](#)

### Congress Focuses on Rail Service Crisis

*Material Handling & Logistics - David Sparkman*

Freight rail service problems are worse than previously believed and more widespread, and the Surface Transportation Board (STB) needs support from Congress to take strong actions to stem what is becoming a nationwide crisis, shippers recently informed a congressional committee.



On July 25, Rep. Dan Lipinski (D-IL), chairman of the House Subcommittee on Railroads, Pipelines and Hazardous Materials, convened what he termed "a shipper roundtable" instead of a formal hearing, where seven rail shipper executives offered insight into their experiences, but no witnesses from the railroads spoke.

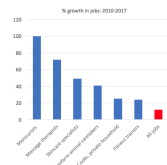
Lipinski said the session was held because committee members had been hearing from shippers about the serious service problems they are enduring, including generally poor service reliability and quality along with the imposition of high rates and unfair demurrage fees and accessorial charges.

[Read Article](#)

### The New Servant Class

*MSM News - The Atlantic, Derek Thompson*

"Wealth work" is one of America's fastest growing industries. That's not entirely a good thing.



In an age of persistently high inequality, work in high-cost metros catering to the whims of the wealthy-grooming them, stretching them, feeding them, driving them-has become one of the fastest-growing industries.

The MIT economist David Autor calls it "wealth work."

Low-skill, low-pay, and disproportionately done by women, these jobs congregate near dense urban labor markets, multiplying in neighborhoods with soaring disposable income. Between 2010 and 2017, the number of manicurists and pedicurists doubled, while the number of fitness trainers and skincare specialists grew at least twice as fast as the overall labor force.

[Read Article](#)

### Lockheed Martin Awarded \$320 Million Ballistic Missile Contract

*ThomasNet - Jeff Reinke*

The Missile Defense Agency, a research, development, and acquisition agency within the Department of Defense, recently awarded Lockheed Martin a \$320 million contract associated with the Command, Control, Battle Management, and Communications (C2BMC) system used with the Ballistic Missile Defense System (BMDS).





[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 Corporate and Continuing Education at Community Colleges in MA, OH, PA, SC. Currently President of K&D Consulting

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

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[The Connection Between Worker Capacity, Organizational Capacity and Output](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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

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

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

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

[Enterprise Expansion/Contraction and Worker Development Standardization](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

## April

[More Education Won't Fix Flat or Declining Wages, But Appropriate Compensation and Stable Job Markets Can Make College Worth It](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[Your Resident Expert May Not Be an Expert Trainer, But Easily Could Be](#)

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

The BMDS operates via a multi-domain system that connects autonomous sensors, satellites, and weapon systems. [Read Article](#)

[Amazon Wants to Put Alexa in Cars. Google and Apple Are There Already](#)

IndustryWeek - Bloomberg

Behind the scenes, the company is trying to persuade automakers to bake the voice-activated digital assistant into their entertainment systems.



Somewhere between Spotify crashing and Alexa failing to locate his favorite sushi place, Rafael Rivera decided he was dealing with an unfinished product.

The software developer's rectangular Echo Auto, perched on the dashboard of his 2005 Mini Cooper, picked up his voice seamlessly over blaring music or air conditioning. But repeated restarts and clunky mapping made the on-the-go hub for Amazon.com Inc.'s Alexa less useful. [Read Article](#)

[Trump Lashes Out After Automakers Agree to California's Standards](#)

IndustryWeek - Bloomberg

Car manufacturers fear a legal battle between the Trump Administration and California regulatory agencies could split the U.S. market and cause regulatory chaos.



President Donald Trump lashed out at automobile manufacturers who've pushed back on his administration's plan to weaken fuel-efficiency requirements, dismissing them as "politically correct."

"My proposal to the politically correct Automobile Companies would lower the average price of a car to consumers by more than \$3000, while at the same time making the cars substantially safer," Trump said in a tweet on Wednesday. "Engines would run smoother. Very little impact on the environment! Foolish executives!" [Read Article](#)

[Why Your Customers Hate You](#)

IndustryWeek - John R. Brandt

Avoid nincompoopery with these six words: Me smart, make you less stressed.



The following is an excerpt from a new book by former IndustryWeek Editor-in-Chief John R. Brandt: Nincompoopery: Why Your Customers Hate You - and How to Fix It (HarperCollins, 2019).

Connectivity and the resulting relationship economy have changed the way customers think about value. It's no accident that smartphones - which leverage wireless communication, access to the internet, and social media to connect us 24/7 - have spread faster than almost any technology in history.

The original telephone needed 50 years to move from 5% to 50% reach into U.S. households; smartphones went from 5% to 40% in four years - during the worst economic downturn in seventy years. Yet despite all the jokes, hand-wringing, and kvetching about how smartphones have made society and our personal lives worse - Thanksgiving dinners full of people posting grudges on tiny blue screens in their laps instead of arguing face-to-face - we love being connected with the larger world and in particular with each other. The anxiety that we as individuals sometimes feel about how technology is changing our personal relationships reflects a broader societal uncertainty about the new rules of acceptable behavior in a digital environment. What are the rules of attraction and interaction when we connect primarily via text and chat and finger swipes? [Read Article](#)

[US Factories Shrink as Result of Weak Demand, Trade Tensions](#)

Material Handling & Logistics - Bloomberg

Retail remains healthy, but trade tensions and weak global demand contribute to industry shrinkage.



Bigger cracks are forming across America's manufacturing foundation as lackluster global demand and persistent trade tensions led to the first contraction in U.S. factory activity since September 2009.

The IHS Markit manufacturing Purchasing Managers' Index slipped to 49.9 from a final July reading of 50.4, according to a preliminary August report on August 22 that trailed all estimates in Bloomberg's survey of economists. Fifty is the dividing line between expansion and contraction. The reading for the U.S. follows others from Europe and Japan that showed shrinking factory activity. [Read Article](#)

**Put Yourself in a Trainee's Shoes**  
by Stacey Lett, Regional Manager - Eastern U.S. - Proactive Technologies, Inc.

**Worker Capacity: Malperformance Cause-Effect**

by Dean Prigelmeier, President of Proactive Technologies, Inc.

**March**

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

**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.

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

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

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

**February**

**Is it Possible to Close the "Skills Gap" if Focused on the Symptom, Not The Cause?**

by Dean Prigelmeier, President of Proactive Technologies, Inc.

**Internships of Value - For Employer and Intern**

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

**Workforce Development Partnerships That Last: My Experience**

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

**Do U.S. Productivity Measures Measure Productivity?**

by Dean Prigelmeier, President of Proactive Technologies, Inc.

**January**

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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

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

**Lockheed Draws \$2.4B Award for F-35 Spares**

American Machinist - Staff

The current unit-delivery cost for the F-35A fighter aircraft in use by the USAF is \$89.2 million. Sixteen-month contract covers stealth-fighter jets in service for USMC, USN, USAF, and foreign military customers



Lockheed Martin Corp., has drawn a new \$2.4 billion award from the U.S. Dept. of Defense to supply spare-parts packages of various types to the U.S. Marine Corps, U.S. Navy, and U.S. Air Force, as well as foreign defense forces, for the F-35 Lightning II Joint Strike Fighter aircraft.

The contract (technically, a contract modification) will cover spare-parts orders through December 2020. The payments will be made upon delivery of the specific orders.

The F-35 is a series of three, Stealth-enabled single-engine aircraft designed for ground attack and combat, and deployed by the U.S. Air Force, U.S. Navy, and U.S. Marine Corps, and the defense forces of multiple allied nations. More than 420 of the aircraft have been built and deployed since 2006, with Lockheed the lead contractor among several hundred suppliers.

[Read Article](#)

**How a Rural Virginian Town is Using Entrepreneurship to Boost its Local Economy**

Area Development - Brookings, Jenna Temkin

America's unequal geography of opportunity is widening: big, dense metropolitan areas are leading the way in employment and wage growth, job density, and prosperity, as many small towns and rural areas are still struggling to recover from the Great Recession.

Given these social and economic cleavages, rural Main Streets today evoke a complex sense of place. On one hand, they are often thought of - even romanticized-as tight-knit communities with distinct local culture, hometown businesses, and a more laid-back lifestyle; on the other, they represent a way of living that, to some, seems at odds with our globalized, networked digital economy. Indeed, these communities face deep structural challenges-including low population density, long distances to major job hubs, declining manufacturing activity, and resource constraints-that aren't likely to be overcome with traditional approaches to economic development. [Read Article](#)

BROOKINGS

**Financial News**

**First Came Kidney Failure, Then Came the \$540,842 Dialysis Bill**

NPR - Tommy Martino/Kaiser Health News

A 50-year-old man needed dialysis, and there wasn't a single provider of the lifesaving treatment in his insurance network. The out-of-network clinic he went to charged him more than half a million dollars. His physician wife sent us this bill. (Listening time, 6:44) [Hear Podcast](#)



**U.S. Finds Surge in Business Email Scams**

CFO.com - Matthew Heller

Cybercriminals who scam businesses into transferring funds to them through phony emails attempted to steal more than \$300 million a month last year, with manufacturing and construction firms being the top targets, according to a U.S. government report.



The Treasury Department's Financial Crimes Enforcement Network (FinCEN) said financial institutions filed more than 1,100 suspicious activity reports (SAR) involving so-called business email compromise (BEC) scams in 2018, up from nearly 500 per month in 2016.

The total value of attempted BEC thefts climbed to an average of \$301 million per month in 2018 from only \$110 million per month in 2016, FinCEN said.

[Read Article](#)

**The Dos and Taboos of Communicating with Purchasing Managers**

American Machinist - Matthew Watson

Experts suggest that machine shop owners do two things: 1) explain how they will deliver the best value, not price; and 2) understand the purchasers' process and metrics



A few years ago, we were at a crossroads with a customer. That

Inc.

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

by Proactive Technologies, Inc. Staff

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

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

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

**December**

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

**["Realistic Job Previews" Can Be a Useful Tool for Measuring a Prospective Employee's Transferable Task-based Skills](#)**

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

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

by Proactive Technologies, Inc. Staff

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

**November**

**[A Training Approach That Should Make the Bean Counters Happy](#)**

by Dean Prigelmeier, President of Proactive Technologies, Inc.

**[Increasing Worker Capacity - An Alternative to Cutting Workers for Short-term Cost Savings](#)**

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

**[10 Reasons Structured On-The-Job Training is a Vital and Necessary System for Any Organization](#)**

by Dean Prigelmeier, President of Proactive Technologies, Inc.

**[A Simple, Low-investment Solution to Closing Skill Gaps: New-Hires and Incumbents](#)**

by Dean Prigelmeier, President of Proactive Technologies, Inc.

**October**

**[When Wages Rise for Skilled Labor, Can Your Firm Maximize Worker Value and Minimize Investment?](#)**

by Dean Prigelmeier, President of Proactive Technologies, Inc.

application for which we recoated machine rolls regularly, for years. As part of planned maintenance every six months, the customer removed the roll and shipped it to us. We coated it and shipped it back. With round-trip shipping costs at \$600, and approximately \$5,000 for reconditioning, coating, finishing and dynamic balancing of the roll, the cost was about \$5,600 each time. We encouraged the customer to let us examine the coating to save them money and downtime.

By way of background, my company is a manufacturing and rebuilding operation that handles industrial coating, precision machining, and hard-face welding. Like many of the people in our industry, we also sell our expertise and problem-solving ability. [Read Article](#)

**3 Pricing Models That Could Improve Your B2B Sales and Profits**

ThomasNet - Sam Klaidman

No matter what you sell, one of your most important decisions will be the price you charge the customer. And if you're in the B2B space selling complex or custom products, the decision you face is formidable.

B2C vs. B2B Pricing Methods

In the B2C space where you sell directly to the buyer or through a distributor, you have a great deal of help set the price. End-users and distributors will inform you how much they're willing to pay and, thanks to the Internet and Amazon, the selling prices of millions of items are readily available. Apps can even independently monitor the price of common items and alert you when a better price emerges, notifying you that you should consider adjusting yours to directly compete.

But in the more complex B2B world of often customized products and services, businesses generally follow three methods to calculate selling price: [Read Article](#)

**Understanding the Evolving Incentives Landscape**

Area Development - David Hickey, Managing Director, Hickey & Associates

Key trends across the states indicate a continued effort to lure new businesses with incentives, but there's a sustained focus on transparency and ensuring a return on investment for taxpayers.

Economic development in the United States is driven by a number of economic, political, and social factors. One of the key factors in companies' ultimate location decisions are economic development incentives. While incentives are rarely the primary factor, they can very well play a key role in a company's final location choice.

Every day, economic development projects are supported with incentives, which can come in many different shapes and forms, including a state corporate income tax credit, a workforce training grant, or even an investment in public infrastructure. With pre-approved processes and approval procedures in place, the vast majority of economic development incentives move forward with little to no attention and interest from the general public. [Read Article](#)

**RFQ vs. RFP - What's the Difference?**

ThomasNet - Staff Writer

Clients undergoing the procurement or purchasing process will usually engage contractors by distributing a request for proposal (RFP) or a request for quotation (RFQ). While these documents may appear similar, they have distinct characteristics that make them suitable for different applications.

What Is an RFQ?

An RFQ is a document used by companies to gather pricing information of goods from potential vendors. Companies who develop this document typically have a clear understanding of what they want, so their RFQ contains specific information, such as product type, specifications, and the number of goods to order. [Read Article](#)

**PBGC Projections: Multiemployer Program Remains in Dire Financial Condition**

Pension Benefit Guaranty Corporation

WASHINGTON - The Pension Benefit Guaranty Corporation's Multiemployer Insurance Program continues on the path to running out of money by the end of fiscal year 2025, according to findings in the FY 2018 Projections Report. The agency's insurance program for multiemployer pensions covers over 10 million people.





**Retiring Workers and the Tragic Loss of Intellectual Property and Value**

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

**Apprenticeships: Be Careful Not To Minimize Integrity While Spiking The Numbers**

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

**When is Illustrating Technical Materials Useful to the Trainee?**

by Dean Prigelmeier, President of Proactive Technologies, Inc.

**September**

**The US Workforce Competitive Advantage Has Declined For Decades - Not for Lack of Resources, Effort or Base Talent, But For Strategy**

by Dean Prigelmeier, President of Proactive Technologies, Inc.

**The Skills Gap Solution; Employers Still Reluctant to Commit to Role Only They Can Fill**

by Staff

**Assessing Employees With Past Drug Addictions for Work Tricky**

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

**Estimating the Costs Associated With Skipping Employer-Based Structured On-The-Job Training**

by Dean Prigelmeier, President of Proactive Technologies, Inc.

**August**

**Labor Costs Expected to Increase, So Will Challenges to Developing Workers**

by Dean Prigelmeier, President of Proactive Technologies, Inc.

**More Employers Finding Ways To Strategically Ensure Fair Pay**

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

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

by Jim Poole, President of Lifetime Learning, LLC

**Keeping Employers Engaged in Regional Workforce Development Projects**

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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

PBGC's Single-Employer Insurance Program, which covers about 26 million participants, continues to improve and last year emerged from a negative net position or "deficit" for the first time since 2001. Continued future improvement is expected but not assured, and the program remains vulnerable to an unexpected downturn in the economy. [Read Release](#)

**Is More Quantitative Easing in Sight?**

CFO.com - Christopher Whalen

With the end of second-quarter earnings season in sight, there is good news and bad news for the banking industry.



The good news is that the rate of change in U.S. bank-funding costs is slowing, from 50% to 60% year-over-year increases to about 30% or 40% this past quarter.

Indeed, even though the middle of the Treasury yield curve has essentially collapsed, there is no indication that funding costs are following suit. Interest rates in the United States remain buoyant, outside of the government bond market.

The bad news is across the Atlantic, where the European Central Bank is preparing to make another futile round of asset purchases as the U.K. prepares to crash out of the European Union. For those who missed the spectacle, former Goldman Sachs banker Mario Draghi, who is leaving the ECB in October, wants to provide more stimulus to Europe's flagging economy. [Read Article](#)

**Facebook Says Libra Digital Currency May Never Launch**

CFO.com - William Sprouse

Since announcing the project last month, the company has faced pushback from U.S. and international regulators and lawmakers.



Facebook said pushback from U.S. and international legislators and regulators could delay the launch of the digital currency Libra or prevent it altogether.

In its second-quarter earnings filing with the Securities and Exchange Commission, the company said the laws around digital currency were "uncertain and evolving," and adverse government action or negative publicity could harm the company's reputation or business.

"Libra has drawn significant scrutiny from governments and regulators in multiple jurisdictions, and we expect that scrutiny to continue," Facebook said in the filing. [Read Article](#)

**GE Sinks Most Since 2015 as Madoff Accuser Excoriates Accounting**

IndustryWeek - Bloomberg

The allegations complicate GE CEO Larry Culp's efforts to regain investor trust following years of strategic missteps and stock declines at the company.



General Electric Co. fell the most in nearly four years after a prominent whistle-blower working with a short-seller accused the company of masking financial problems. The company called the claims "meritless."

Harry Markopolos, who had raised concerns over investment manager Bernie Madoff before his Ponzi scheme was exposed, said GE has understated liabilities in its insurance unit and hasn't properly accounted for its investment in Baker Hughes. [Read Article](#)

**How Social Casinos Leverage Facebook User Data to Target Vulnerable Gamblers**

PBS News Hour

Every year, more people are playing games on their phones, and a category of apps called social casinos has quickly become a multi-billion dollar industry. But are game developers targeting vulnerable users, with Facebook's help and massive trove of personal data? Nate Halverson of Reveal at the Center for Investigative Reporting has the story of this treacherous platform for addiction. See Video [Report and Read Transcript](#)



**Uber Posts Record Loss, Sales Growth Slows**

CFO.com - Matthew Heller

Uber's revenue growth slowed in the second quarter and its losses widened as it continued to spend heavily on discounting and new businesses.



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

This approach has continued to prove itself since 1988, and does not compete with your products and services; it adds to your efforts the clear, tangible, measurable advantage that employers seek.

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

Introduce the power of the

For the second quarter, Uber reported a record net loss of \$5.23 billion, which included \$3.9 billion of stock-based compensation costs related to its initial public offering. Excluding that one-time expense, it lost \$1.3 billion, or nearly twice the \$878 million loss of a year earlier.

Revenue climbed 14% to \$3.17 billion, the smallest quarterly increase on record and below analysts' expectations of \$3.3 billion. [Read Article](#)

### Japan Surpasses China as Largest Foreign Holder of US Treasuries

MSN - CNBC, Patti Domm

Japan surpassed China as the largest foreign holder of U.S. Treasury securities in June. Japan has added about \$21 billion since May, making its holdings the largest since October, 2016. Japan now holds \$1.12 trillion Treasuries, and China has \$1.11 trillion, a \$2 billion increase from the month earlier, according to U.S. Treasury department data.



China has been a less aggressive buyer of the U.S. sovereign debt, and market players have speculated that one action it could take in the trade war with the U.S. is to lighten up on its U.S. holdings. But there are no signs that is happening, according to traders.

The U.K. is the third-largest holder with \$342.3 billion, up from \$323.1 billion a month earlier. [Read Article](#)

### Fresh Evidence of Auditor Bias Emerges

CFO.com - David McCann

"Don't Make Me Look Bad: How the Audit Market Penalizes Auditors for Doing Their Job."



That's the title of a study being presented at this week's annual meeting of the American Accounting Association. While it may not portray companies in the most favorable light, at the same time it's merely the latest suggestion that auditors might not necessarily lean toward rendering unbiased opinions on paying clients.

"Presumably, audits that provide useful information to users of financial statements should serve to increase the credibility of financial statements and, in turn, increase auditor reputation," the study's authors write. [Read Article](#)

### Shareholders To Stakeholders: Why Business Leaders Are Shifting Focus

NPR - 1A

A group of CEOs from major U.S. corporations released a statement saying that shareholder value is no longer its primary focus.



Instead, the Business Roundtable's member companies are shifting their practices to line up with their new definition of the "purpose of a corporation." The statement emphasizes investing in employees, supporting communities, dealing ethically with suppliers and providing customers with value.

Businesses play a vital role in the economy by creating jobs, fostering innovation and providing essential goods and services. Businesses make and sell consumer products; manufacture equipment and vehicles; support the national defense; grow and produce food; provide health care; generate and deliver energy; and offer financial, communications and other services that underpin economic growth. While each of our individual companies serves its own corporate purpose, we share a fundamental commitment to all of our stakeholders.

The Business Roundtable's new direction runs contrary to the traditional notion that a company's main objectives are to maximize profits and serve shareholders. This concept is often referred to as "shareholder primacy" and has been referenced before by the lobbying group: [Read Article and Hear Podcast](#)

### Corporations' New Purpose-- To Serve All Stakeholders Not Just Shareholders

IndustryWeek - Staff

"This new statement better reflects the way corporations can and should operate today. It affirms the essential role corporations can play in improving our society when CEOs are truly committed to meeting the needs of all stakeholders," says Johnson & Johnson CEO Alex Gorsky. It seems the corporate world is all in.



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"Integrating Support for Plant-  
Wide ISO/AS/TS Quality and  
Safety Systems with PROTECH  
Workforce Development System"

"Supporting "Pay-For-Value"  
Systems"

"Promoting Continuous Process  
Improvement While Implementing  
the PROTECH System for the  
Accelerated Transfer of  
Expertise™"

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these seminars and we will**

On August 19, 181 CEOs committed to lead their companies "for the benefit of all stakeholders - customers, employees, suppliers, communities and shareholders."

The group signed the Business Roundtable's new Statement on the Purpose of a Corporation. It's a sea change that moves companies away from the age-old philosophy that companies' main goal is to look after shareholders.

[Read Article](#)

### **Microsoft Discloses 'Critical Audit Matters'**

*CFO.com - David McCann*

The software giant's auditor, Deloitte, found CAMs related to revenue recognition judgments and uncertain income tax provisions.



The first group of large accelerated filers to disclose critical audit matters, required under PCAOB Auditing Standard 3101, includes one of the world's most high-profile companies: Microsoft.

CAMs must be reported for fiscal years ending on or after June 30, 2019. That date marked the end of Microsoft's latest fiscal year.

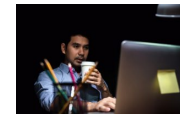
A CAM is any matter communicated or required to be communicated to the audit committee that satisfies two conditions: (1) it relates to material accounts or disclosures that are material to the financial statements; and (2) it involves "especially challenging, subjective, or complex auditor judgment."

[Read Article](#)

### **The 12 Key Principles of Financial Planning and Analysis**

*CFO.com - David McCann*

Few processes within a CFO's purview have as much potential to create or destroy value as financial planning and analysis, stresses a new report from the Institute of Management Accountants (IMA).



Even if a company has the right strategy, if the budget does not reflect those priorities and properly fund tangible initiatives, the strategy will likely not succeed, IMA warns.

FP&A as often conducted has some basic problems: too much emphasis on forecasting and budgeting within a fiscal year leaves too little time for the planning and analysis needed to help the company develop and execute its strategy, according to the report.

IMA presents what it believes to be the 12 key principles of FP&A, informed by a recent survey of 700 organizations that identified the best-run companies - those that both consistently meet or exceed targets they set for themselves, and consistently meet or exceed their competitors' results. Fundamental Principles [Read Article](#)

### **Bankruptcy-related Job Losses Invoke Grim Reminders of Great Recession**

*MSN News - MarketWatch, Quentin Fottrell*

The recent spate of bankruptcies in corporate America is taking its toll. In the first seven months of the year, U.S.-based companies announced 42,937 job cuts due to bankruptcy, up 40% from the same period last year and nearly 20% higher than all bankruptcy-related job losses last year, a report released Tuesday concluded. Despite record-low unemployment, bankruptcy filings have not claimed this many jobs since the Great Recession.

"It is the highest seven-month total since 2009 when 50,258 cuts due to bankruptcy were announced," according to the report by outplacement and business coaching firm Challenger, Gray & Christmas. "In fact, it is higher than the annual totals for bankruptcy cuts every year since 2009." Companies cited bankruptcy as the reason for 11.6% of all job cuts announced from January to July. That's compared to 11.3% of all cuts for the same period in 2018. Since 2007, bankruptcy has accounted for approximately 6% of all job cuts every year. The Challenger report tracks planned job cuts publicly announced by U.S.-based employers. [Read Article](#)

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APPROACH!**

**This structured on-the-job**

**How Economists' Faith in Markets Broke America**  
*MSN News - The Atlantic - Sebastian Mallaby*

A little more than a generation ago, a stealthy revolution swept America. It was a dual changing of the guard: Two tribes, two attitudes, two approaches to a good society were simultaneously displaced by upstart rivals. In the world of business, the manufacturing bosses gave way to Wall Street dealmakers, bent on breaking up their empires. "Organization Man," as the journalist William H. Whyte had christened the corporate archetype in his 1956 book, was ousted by "Transaction Man," to cite Nicholas Lemann's latest work of social history. In the world of public policy, lawyers who counted on large institutions to deliver prosperity and social harmony lost influence. In their place rose quantitative thinkers who put their faith in markets. It was The Economists' Hour, as the title of the New York Times editorial writer Binyamin Appelbaum's debut book has it. [Read Article](#)



ISK	3.55	2.5938		
112748	0.34%	ZSR 0.99		
47%	TRANSACTION MAN	+0.07		
292	TKT	0.812%	6.2674	0.102
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3921	AMERICAN DREAM	2.95		
07%	ASD	0.63%	+0.91	0.639
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## International News

### Mexico, Latin America, South America and the Caribbean

**The 4th CARIFORUM-EU Business Forum - Scheduled for September 26-29, 2019 in Frankfurt am Main, Germany - Union Halle**

*Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - Cariforum-EU Business*



The CARIFORUM-EU Business Forum is a high-profile event that brings together over 150 carefully selected stakeholders to develop and build international partnerships through participating in business to business meetings, networking and professional consultations.

The Forum provides a platform for the private sector in the Caribbean region to identify opportunities for trade, establish networks and alliances, secure market information and gain a better understanding of the business environment in the European Union (EU) - in short, to serve as a platform to do business with the EU. Main sectors of focus for this Forum are agro-processed goods, rum, natural ingredients and the cultural and creative industries (music, film and animation). [Read More](#)

### Argentina: Voters Reject Mauricio Macri's Austerity in Primary Vote

*DeutscheWelle*



An election that was a litmus test for the October presidential election has dealt a blow to President Mauricio Macri. Argentines sent a resounding message of rejection of Macri's handling of the country's economy.

Voters in Argentina have cast doubt on President Mauricio Macri's chances of re-election by backing his opponent by a wide margin in a primary vote, early official results showed on Sunday.

Since all major parties have already selected their presidential candidates and political parties hold their primaries simultaneously, the vote served as a pre-election opinion poll to gauge how candidates will fare in the presidential election of October 27 and the potential November 24 run-off. Voting is obligatory in Argentina. [Read Article](#)

### Dorian Brings 'fury' to Bahamas as it Crawls Toward US

*DeutscheWelle*



Hurricane Dorian has caused "devastating" damage as it moves across the Bahamas and toward Florida on a hard-to-predict route. Experts warn of a life-threatening impact, though the storm might just miss the US coastline.

Winds reaching 295 kilometers (185 miles) per hour ripped down power lines, shredded roads and overturned cars in the Bahamas as Dorian hammered the islands on Sunday.

"It's devastating," Joy Jibrilu from Bahamas' Ministry of Tourism & Aviation told reporters.

"There has been huge damage to property and infrastructure. Luckily, no loss of life reported," she added. [Read Article](#)

## Canada, Europe and Great Britain

training is performed where, and while, the work takes place!

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

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

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- 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-

## EU-Mercosur Trade Agreement: The Agreement in Principle and Its Texts

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

Disclaimer: In view of the Commission's transparency policy, the Commission is publishing the texts of the Trade Part of the Agreement following the agreement in principle announced on 28 June 2019.

The texts are published for information purposes only and may undergo further modifications including as a result of the process of legal revision. However, in view of the growing public interest in the negotiations, the texts are published at this stage of the negotiations for information purposes. These texts are without prejudice to the final outcome of the agreement between the EU and Mercosur. [Read Agreement](#)

## EU-Mercosur Deal Divides Both Sides of the Atlantic

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

Ten days ago, the EU and Mercosur (Argentina, Brazil, Paraguay and Uruguay) signed a free trade agreement that will cover a market of 780 million consumers. However, diverging opinions on both sides of the Atlantic remain. EURACTIV's partner Euroefe reports. After 20 years of heavy negotiations and bargaining, the EU-Mercosur free trade agreement will allow European companies to save €4 billion in customs duties each year.



For European Commission President Jean-Claude Juncker, this is the most significant trade agreement in the EU's history. His potential successor, Ursula von der Leyen, called it "exemplary". Despite the joy expressed by South American presidents and several European leaders, many sectors of activity on both sides of the Atlantic are not happy with this free trade agreement. [Read Article](#)

## Italy's Salvini Faces Mounting Opposition to Snap Election Plans

*DeutscheWelle*

The leader of Italy's far-right League, Matteo Salvini, has been met with defiance over his plans to hold a no-confidence vote. Salvini could become Italy's leader if the snap elections he wants are held in October.



Italy's Interior Minister Matteo Salvini has been meeting with mounting resistance to his plans for holding snap elections, with both his former coalition partner, the 5-Star Movement (M5S), and the center-left opposition maneuvering to prevent a no-confidence vote against the government.

Salvini ended his far-right League's increasingly tense 14-month-old alliance with the M5S led by Luigi Di Maio last week and filed for a no-confidence vote he hopes will trigger new elections as early as October. [Read Article](#)

## Plastic Particles Falling Out of Sky With Snow in Arctic

*BBC - Roger Harrabin, Environment Analyst*

Even in the Arctic, microscopic particles of plastic are falling out of the sky with snow, a study has found.



The scientists said they were shocked by the sheer number of particles they found: more than 10,000 of them per litre in the Arctic.

It means that even there, people are likely to be breathing in microplastics from the air - though the health implications remain unclear. [Read Article](#)

## Asia, India and Australia

### How Far Will China Go to Support Pakistan's Position on Kashmir?

*DeutscheWelle*

Both India and Pakistan are vying for China's support in the dispute over Kashmir. Experts say that although China is critical of India's move to control the region, it's unlikely to affect economic ties with India.



Pakistani Foreign Minister Shah Mahmood Qureshi visited Beijing as part of Islamabad's efforts to draw global support against the Indian government's decision to scrap Kashmir's special status.

Beijing is opposed to New Delhi's Kashmir move, especially its decision to carve the Ladakh region out of Jammu and Kashmir state and administer it federally. The Chinese government spokesperson called the move "unacceptable" and said that it would help Pakistan in defending "its legitimate

the-job training **does not interrupt your work schedule** like unstructured, haphazard and ad hoc training does.

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rights and interests" in the Kashmir region. [Read Article](#)

## India Working to Make Cars Run on Cooking Oil

*DeutscheWelle*

The Indian government wants to reduce the country's high dependence on energy imports by shifting to biodiesel made from used cooking oil. But experts remain skeptical that its production can be boosted rapidly.



The Indian government has recently announced a major scheme aimed at converting used cooking oil (UCO) into biodiesel to power the rising number of vehicles on the country's roads.

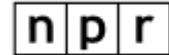
India is the world's third-largest consumer of crude oil and the energy-hungry nation relies on imports for 80% of its fuel requirements. The South Asian country is also home to some of the worst polluted cities in the world. Observers say it's therefore unsurprising that the government wants to convert some of the UCO into reusable fuel. [Read Article](#)

## China and Southeast Asia

### Losing the Eternal Blue Sky in Mongolia

*NPR*

Mongolia is changing. Rivers are dry. Pastureland is giving way to mines. And wintertime smog obscures the famed blue sky. How did Mongolia get here? It's a story of internal migration and economic transformation in an era of climate change. [See Visual Narrative](#)



### Hong Kong Protests: Students in Hong Kong are Boycotting Classes

*BBC*

Students took part in a boycott at the Chinese University of Hong Kong



Today marks the first day back to school for students in Hong Kong. However, classes won't be resuming as usual for many.

School and university students in Hong Kong are taking part in anti-government protests from today.

Some believed the protests, which have been going on for three months, would die down once the new school term restarted. [Read Article](#)

### How Business is Adapting to Hong Kong's New Reality

*BBC - Karishma Vaswani, Asia Business Correspondent*

Foreign companies face a new business reality in Hong Kong. There's a rising sense of uncertainty washing over the corporate world here, as firms confront a shifting political landscape after months of unrest.



Millions of Hong Kong citizens have taken part in pro-democracy protests that have drawn the ire of many in mainland China.

Just this past weekend, thousands of people took to the streets to mark the fifth anniversary of China's government banning full democratic elections in Hong Kong, despite police outlawing the protests. [Read Article](#)

## Africa, Middle East, Eastern Europe and Russia

### Bank Approves \$300m to Boost Trade and Regional Economic Development - COMESA

*Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - African Development Bank Group*

The African Development Bank re-affirmed its intention to boost economic and regional development on the African continent when its Board of Directors approved a \$300 million support facility for the Eastern and Southern African Trade & Development Bank (TDB) on Wednesday, 17 July, 2019. [Read Release](#)

### Pakistan Warns Of War After India's Move To End Kashmir's Special Status

*NPR - Dina Hadid*

Pakistan's prime minister warned that a move by India to strip Kashmir of its special status could lead to war between the two countries and the "ethnic cleansing" of Muslims in the restive Himalayan region.





In Unprecedented Move, India Revokes Kashmir's Special Status, Sparks Fears Of Unrest

Imran Khan cited a suicide attack in February that killed at least 40 Indian security forces in Indian-controlled Kashmir and was followed by airstrikes and a dogfight between Indian and Pakistani pilots. [Read Article](#)

### Can Coffee Growing in Mozambique Save a Rainforest and Keep the Peace?

*DeutscheWelle*

Conflict and logging have decimated Mozambique's central rainforest. One coffee project is trying to restore lost trees. Some hope it will also help keep fighting at bay.



Project implementation: 300,000 coffee plants and 50,000 native trees have been planted on a 145 hectare (358 acre) area. The Gorongosa project is planning to plant another 150 hectares in 2020. [Read Article](#)

### Its Hurricane Season Again, and Again People Are Needing Help

Hurricane Dorian recently passed through the Caribbean, devastating Abaco and the Bahamas on its way toward the U.S. Eastern coast. People need our help.

If you want, and are able, to contribute but do not know which organizations to contact, here are a few links to established and reputable organizations with a record of lending a helping hand:

[International Red Cross](#)



ICRC

[American Red Cross](#)



[Jose' Andres' World Central Kitchen](#)



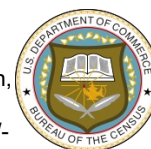
## International Trade News

### INTERNATIONAL TRADE DATA

#### Monthly Wholesale Trade

*US Census Bureau*

June 2019 sales of merchant wholesalers were \$498.5 billion, down 0.3 percent (+/- 0.4 percent)\* from last month. End-of-month inventories were \$678.7 billion, virtually unchanged (+/- 0.2 percent)\* from last month. June 2019: 0.0\* % change in Inventories; May 2019 (r): +0.4 % change in Inventories. [Read Report](#)



#### Manufacturing and Trade Inventories and Sales

*US Census Bureau*

U.S. total business end-of-month inventories for June 2019 were \$2,035.7 billion, virtually unchanged (+/- 0.1 percent)\* from last month. U.S. total business sales were \$1,460.1 billion, up 0.1 percent (+/- 0.2 percent)\* from last month. June 2019: 0.0\* % change in Inventories; May 2019 (r): +0.3 % change in Inventories. [Read Report](#)



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

*US Department of Commerce - Bureau of Economic Analysis*



The U.S. monthly international trade deficit decreased in June 2019 according to the U.S. Bureau of Economic Analysis and the U.S. Census Bureau. The deficit decreased from \$55.3 billion in May (revised) to \$55.2 billion in June, as imports decreased more than exports. The previously published May deficit was \$55.5 billion. The goods deficit decreased \$0.8 billion in June to \$75.1 billion. The services surplus decreased \$0.6 billion in June to \$20.0 billion. [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

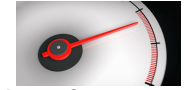
US Department of Commerce - Bureau of Economic Analysis



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](#)

## Tariffs Are Throwing Punches, But Not Moving the Needle

IndustryWeek - Paul Ericksen



It's true the Chinese are taking a hit, but will it result in real change?

The current administration invoked tariffs on China with one primary goal in mind: to pressure China to adopt free-market trade practices. The tariffs were meant to be the lever for accomplishing this by negatively impacting that country's manufacturing economy to that point that China's government concludes it is better to align with internally accepted trade practices than to operate under ongoing tariffs.

To date, although we and the Chinese are back negotiating, there hasn't been much indication that we've "moved the needle" toward achieving our goal. According to a couple of recent articles, however, China is starting to see a negative impact with Chinese manufacturers' export sales declining significantly. [Read Article](#)

## Trump Says Apple Won't Get China Tariff Relief

IndustryWeek - Bloomberg



President Donald Trump rejected Apple Inc.'s bid to avoid tariffs on computer parts it manufactures in China, saying the company should instead make the components in the U.S.

The Cupertino, California-based technology giant has asked the Trump administration to exclude key components that make up the forthcoming Mac Pro high-end desktop computer from 25% import tariffs, weeks after planning to relocate production of the line to China from Texas.

Apple shares dipped briefly following the tweet and mostly recovered. They were up less than 1% at 10:16 a.m. in New York. Spokesmen for the company didn't immediately respond to a request for comment. [Read Article](#)

## Trump's Bid to Dismantle Global Trading System Poised for a Win

IndustryWeek - Bloomberg



President Donald Trump's assault on the World Trade Organization-and the global system of rules that guide international businesses-may be quietly scoring a major victory.

Thanks to a U.S. veto on new appeals judges, the WTO's dispute arm is expected to start slipping into the institutional equivalent of a coma at the end of this year. That has set off a scramble by the European Union, Canada and other countries to set up a temporary alternative allowing the use of arbitrators rather than three-judge panels to hear appeals. [Read Article](#)

## China's Trump Trade Retaliation Options Include Soybeans, Boeing

IndustryWeek - Bloomberg



After President Donald Trump blindsided Xi Jinping by raising tariffs just days after the end of trade talks that China had called "constructive," the next step lies in Beijing's hands.

Yet there's one immediate hurdle: many of China's most senior decision makers may not even be in the nation's capital. They're likely on their way to an annual leadership seaside retreat or already there. China's Foreign Minister Wang Yi made the first official response to Trump's escalation from Bangkok, where he's attending an ASEAN meeting. [Read Article](#)

## Trade-restrictive Measures Continue at Historically High Level

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - World Trade Organization



Trade flows hit by new restrictions implemented by WTO members continued

at a historically high level between mid-October 2018 and mid-May 2019, according to the Director-General's latest mid-year report on trade-related developments presented to members on 22 July. The report, which was reviewed at a meeting of the WTO's Trade Policy Review Body, notes that the trade coverage of import-restrictive measures implemented during the review period is estimated at USD 339.5 billion, the second-highest figure on record after the USD 588.3 billion reported in the previous period. Together, these two periods represent a dramatic spike in the trade coverage of import-restrictive measures. [Read Release](#)

## US Jobs Data Show Trade Pressure Points in Trump's Tariff War

*IndustryWeek - Bloomberg*

The latest snapshot of U.S. employment underscored mounting risks to the economy as President Donald Trump boosts tariffs on Chinese goods, threatening already-suffering factories and stores.



While overall payroll gains were healthy in July, retail employment dropped for a sixth straight month to a three-year low, Labor Department figures showed Friday, amid fierce competition from Amazon.com Inc. and other online sellers. At factories - already in a technical recession thanks to global weakness and the trade war - average weekly hours worked sank to the lowest level since 2011. [Read Article](#)

## Currency War Is Bigger Threat Than Tariffs, Adidas CEO Says

*IndustryWeek - Bloomberg*

"There is no winner in a currency war," CEO Kasper Rorsted stated.



Adidas AG said it's more worried about a currency war between the U.S. and China than the possibility that President Donald Trump will increase tariffs on footwear.

The German sportswear maker does as much as 45% of its business in the U.S. and China, and if the two countries weaken their currencies in a competitive tussle then it will ultimately come to hurt Adidas's earnings when translated back into euros. There's also the risk that such a conflict would slow down the world's two biggest economies and everyone else. [Read Article](#)

## Trump Bows to Economic Fears in Move to Delay China Tariffs

*IndustryWeek - Bloomberg*

What this means is that retailers will be able to get their shipments in without the 10% tariff, which is a sigh of relief," said Poonam Goyal, a retail analyst. "It definitely saves the holiday season."



President Donald Trump bowed to pressure from U.S. businesses and concerns over the economic fallout of his trade war with China, delaying the imposition of new tariffs on a wide variety of consumer products including toys and laptops until December.

The move on August 13 to at least hit the pause button in his fight with China came as senior officials on both sides had their first phone conversation since Trump threatened the tariffs at the beginning of this month. It also cheered markets that had been growing increasingly concerned over the impact of trade tensions on a slowing global economy. U.S. stocks halted a two-day slide, and Asian equities climbed. [Read Article](#)

## Strategy? What Strategy!?

*IndustryWeek - Travis Hessman*

Tariff and trade uncertainties are transforming manufacturers into full-time chaos-fighting enterprises. This was enough to win in 2018, but future outcomes remain far from clear.



Throughout my career in this industry, I have held firm to one core belief: chaos is the enemy.

As I see it, nearly every problem, every error, every defect or flaw can be traced back to something or someone going out of process.

Even the "disruptive" in disruptive technology is really more of a marketing label than anything else. As our recent technology survey reveals, even the tech that could most radically reshape the whole world-looking at you here, AI-is adopted slowly, carefully and according to a strategy that eliminates every foreseeable disruption it promises.

And why do we do it like that? Because chaos is the enemy. [Read Article](#)



## Steelmakers Flummoxed by Trade-Policy Flux

IndustryWeek - Bloomberg

American steel manufacturers say the uncertainty caused by the President's metal tariffs makes planning investments difficult.



U.S. steelmakers, intended beneficiaries of President Donald Trump's metal tariffs, are as unsettled as anyone else by all the headspinning policy changes.

Trump last week announced fresh levies on Chinese imports and warned he could order American companies to pull out of China after the Asian nation said it would impose retaliatory tariffs on U.S. goods. On Monday, Trump said prospects for a trade deal were better now than at any time since talks began last year. [Read Article](#)

## Education and Workforce Development News

### White House Pledges to Train and Reskill Workers

IndustryWeek - Staff

The program asks companies and trade groups nationwide to commit to expand programs that educate, train and reskill 1,186,000 American workers from high school age to near retirement.



To mark the one-year anniversary of President Trump's establishing the National Council for the American Worker, the President and Ivanka Trump, special advisor to the President, signed the Pledge to American Workers.

The pledge asks companies and trade groups nationwide to commit to expand programs that educate, train and reskill American workers from high school age to near retirement. [Read Article](#)

### Alaska Colleges Face Consolidation

Community College Daily News - Ellie Ashford

The University of Alaska (UA) board of regents' decision to consolidate the three universities in the system into one accredited institution could have a catastrophic impact on the system, including its associate degree-granting "community campuses."



The board's 8-3 vote this week to transform the system into "one accredited University of Alaska" was a response to Gov. Mike Dunleavy's move to cut funding for the system by 41 percent. That could result in closing some campuses to eliminate duplicate programs, but those details haven't been worked out yet.

"At this time, we don't know the possible impact," said Gary Turner, director/CEO of Kenai Peninsula College, an associate-degree granting campus that is part of the University of Alaska Anchorage. "There is a possibility that some campuses will close. With a 41 percent budget cut, everything is on the table. The governor put us in a very bad spot." [Read Article](#)

### White House Skills Gap Pledge Falls Short, While Georgia Steps Up

IndustryWeek - Paul Ericksen

Workers - from both the factory and office - should expect to have to retool their knowledge and skills at least once during their working years. Those who resist will no longer be able to compete in a changing economic climate. It is a challenge, however, for people to find and receive the necessary support to upgrade their job options. And because of this, it is difficult at times for businesses to find employees capable of filling their open positions. To this point, for decades private companies and governmental entities have attempted to fill this gap. The history of such efforts in this country has been uneven, at best.

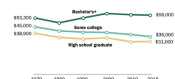


Two articles this week illustrate this. The first shows how governmental support and engagement can have a positive impact on employee skills and company results. The second proclaims big promises but leaves one wondering "where's the beef?" [Read Article](#)

### Study Finds Community Colleges Lag in Job Preparation

Community College Daily News - Ellie Ashford

The income gap between four-year graduates age 25-37 has grown in recent decades. (Image: Pew Research Center)



The public gives community colleges lower marks for job preparation than four-year colleges, a Pew Research Center study finds.

Only 12 percent of the public say a two-year degree from a community college "prepares someone very well for a well-paying job in today's economy," and 46 percent say it prepares a person somewhat well. When asked how well a four-year degree from a college or university prepares someone for a job, 16 percent said very well, and 51 percent said somewhat well. [Read Article](#)

### Senate Dems Down on IRAPs

*Community College Daily News - Matthew Dembicki*

Senate Democrats this week voiced their opposition to a proposed rule allowing federal funding for new "industry-recognized apprenticeship programs" (IRAPs), which would run alongside federally registered apprenticeships.



The 43 Democrats echoed previous concerns they have raised this year, arguing that IRAPs don't provide the worker protections and benefits that registered programs do, and they would circumvent quality standards with minimal accountability. (House Democrats also have questioned Department of Labor officials on the issue.)

In a letter this week to Acting Labor Secretary Patrick Pizzella, the lawmakers said the proposed rule would create a parallel system that outsources the secretary's statutory role of overseeing registered apprenticeship programs to "unaccountable, nongovernmental entities." [Read Article](#)

## Training and Organizational Development News

### Are Your Managers the Weak Link?

*IndustryWeek - Jeff Nevenhoven*

True or false? The most resistant group of employees in many organizations is the front-line employees. If you answered true, like most people you guessed incorrectly. It's not our frontline employees who resist change the most, it's the managers - the ones who are expected to lead employees through change.



Here's why you shouldn't be surprised: Managers and supervisors are often overlooked and underinvolved in the change process. As change management plans are developed and implemented, there's a natural tendency to focus on the employees directly affected by the change, the ones who have to do something different. Because of their title and position, managers and supervisors are presumed to be on board and able to manage the change. [Read Article](#)

### Do Your Actions as a Leader Reflect Your Intentions?

*IndustryWeek - Trevor Blondeel*

Be aware of how you present yourself to others, and things are less likely to blow up in your face.



It was 11 p.m. one Friday. I was 25 years old, just out of university, running an onsite logistics service at Ford Motor Company. One of my main responsibilities as a supervisor was to ensure all parts arrived on time and that the lines were not at risk of shutting down because they were late. On this fateful evening, the manufacturer who was producing the seats for the cars got behind and we had some confusion among our own truck drivers. We were within minutes of the line shutting down. As I stood anxiously waiting for the seats, the night superintendent took notice.

Hardened by 30 years of experience, he was not a guy you wanted to mess with! He proceeded to give it to me while the line waited for the seats to plod down the conveyor, ever so slowly. [Read Article](#)

### Why College is Not the Only -- or the Best -- Solution to Bridging the Skills Gap

*IndustryWeek - Scott Shaw, President & CEO, Lincoln Technical Institute*

To bridge the nation's skills gap, the Republican presidential hopefuls--and their Democratic counterparts--must think beyond the promises of providing access to a college education.



In addition to the usual hot-button issues like the need for stronger national security and healthcare, we can expect attention will also be paid to providing better access to quality secondary education so future generations will have more and better job opportunities.

I would argue that the conversation should expand beyond the promise of a

because not every available job requires a college degree. [Read Article](#)

## Ivanka Trump's Jobs Effort Opens White House Doors for Companies

*IndustryWeek - Bloomberg*

Ivanka Trump has opened the White House doors and her father's administration to companies that participate in a worker-training initiative she's led, even as the president adopts policies that labor unions say would weaken apprenticeships.



The president and his daughter, who is a senior adviser in the White House, celebrated the anniversary of her "Pledge to America's Workers" program late last month. More than 300 companies including Apple Inc., Microsoft Corp., WalMart Inc., Salesforce.com Inc., Lockheed Martin Corp. and Toyota Motor Corp. have agreed to train more than 12 million people, the White House says. [Read Article](#)

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

*IndustryWeek - Larry Fast*

Shyness is not the reason. Get to the root cause of their behaviors and actively engage to resolve the issues.



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

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

## Panasonic's Priority: Internships with a Purpose

*IndustryWeek - Tina Slattery*

Menial tasks for barely minimum wage don't cut it anymore. A positive work environment, flexible hours and good pay.



That's what the newest entrants in today's job market are seeking, according to a Glassdoor report on where Gen Z'ers want to work. With the next generation of talent interning as they prepare to enter the workforce, a well-run program is an opportunity to create a valuable experience for both the company and potential employee.

Taking coffee orders and running Twitter accounts, for barely minimum wage, don't cut it anymore. As the demand for skilled talent grows, so do students' expectations for quantifiable work. They want internships with a purpose.

A truly successful program will be mutually beneficial for the organization and the intern. Not only are you helping to hone their skills and knowledge, but also creating brand ambassadors and building a future talent pipeline. [Read Article](#)

## Quality News

### Five Ways to Rethink the Production Data Discussion

*New Equipment Digest - Tim Williams*

Understanding the data generated closest to potential quality issues can better position your plant to make the right Industry 4.0 investments.



When I meet with discrete manufacturers to discuss plant floor quality and efficiency, the conversation always turns to Industry 4.0, and what exactly it is and how to deal with all the equipment involved. Many of these mid to large-size companies already have a significant investment in ERP, MES, SCADA, and IOT devices, but standardization of the data collection strategy can vary from plant to plant even within the same company. [Read Article](#)

### Does Your Company Standardize with Purpose?

*IndustryWeek - Jamie Flinchbaugh*

Some think operational standardization is always good. If only it were that simple.



To standardize or not to standardize, that is the question. While not quite



Shakespearean, it is probably asked more often than "to be or not to be." Much emphasis in the lean world is placed on standardization in many forms, from standardized work to 5S. But why standardize? What do we gain?

While lean principles exist, their dogmatic application is counterproductive. Lean zealots sometimes forget this. Why do we not just say that standardization is good? Because it comes at a cost. Creating, maintaining and improving a standard requires effort. Like any cost, there should be a return on that investment, even if incalculable. [Read Article](#)

### **Losing Lean Religion**

*IndustryWeek - Paul Ericksen*

Sourcing with lean suppliers does not mean you have a lean supply chain.



Not having any certifications, I learned lean through the school of hard knocks. My lean experience has been mainly through managing supplier development projects. I like lean thinking and practice as far as they go, but in the supply management world, I've seen the need for revision and evolution.

When I talk to lean practitioners about this, though, I often get a reply to the effect that "lean doesn't need to be revised since, in its current state, it offers all that is needed relative to waste elimination." To that point, with some practitioners anyway, lean seems to have taken on the status of a religion, and worse to those who try to modify or otherwise change it.

I often use the phrase "lean supply chain performance" to describe what should be the primary goal of every OEM supply management department. [Read Article](#)

### **Is Messy Data An Inevitability?**

*IndustryWeek - Carl Ogden*

It's no secret manufacturing data is "messy". It's almost never clean enough analyze immediately. Jim Miller of Rockwell Automation, a leader in manufacturing analytics, estimates that data scientists spend 60% of their time cleaning data. And I bet you'd agree. You probably see something similar.



What a shame. We've got smart people, ready to code up sophisticated analyses, ready to pull insights out of data, and they spend more than half of their time editing, reformatting, fixing typos.

Bummer.

Is this a fact of life? Do we just accept it? Maybe. But before conceding, let's push back a little. [Read Article](#)

### **How Much Time Should We Spend 'Doing Lean'?**

*IndustryWeek - Larry Fast*

If you are asking this question, you may have a lack of understanding about continuous improvement. However, here are some pointers.



A reader asks: "How many hours should we spend 'doing lean'?"

Over my long career of leading large manufacturing and supply chain operations, this question immediately raises my antenna that there may be disconnects with management expectations and the lack of understanding about CI (continuous improvement) in general. Trying to arrive at some arbitrary number of hours to "do lean" suggests that the culture of CI is not in place. It's just about doing projects and maybe creating a marketing and political story that suggests the entire company is "doing lean." [Read Article](#)

## **Cyber Security and IT News**

### **Heads Up: Cybercriminals Are Businesspeople**

*CFO.com - Jim Parise*

Understanding the business model behind cybercrime can be a helpful thought experiment to help CFOs allocate appropriate resources to cyber defenses.



When the hacker behind the Capital One data breach was presented in the media, she very much fit the eccentric cybercriminal stereotype.

However, the truth is that she's quite an outlier. Most cybercriminals operate in highly organized groups based abroad. They approach their work like any business would except that their revenue streams are stolen data and extortion.

Understanding the business model of hackers and the value that your company's data represents to them can be a useful thought experiment to help CFOs allocate appropriate resources to cyber defenses. We may live in a time when companies in the First World rarely have to pay "protection money" to mafiosos, but hacking is the new organized crime, and the criminals are similarly ruthless about getting paid. [Read Article](#)

### **Cisco Settles With Whistleblower in Cyber Case**

*CFO.com - Matthew Heller*

The \$1 million payout to a Danish security expert is believed to be the first in a cybersecurity case brought under the False Claims Act.



Cisco Systems has agreed to pay \$8.6 million to settle claims that it sold defective software to U.S. government agencies in what appears to be the first payout in a cybersecurity case initiated by a whistleblower.

The settlement and underlying complaint were unsealed on Wednesday, 10 years after James Glenn, a Danish employee of Cisco partner NetDesign, was fired for reporting that Cisco's Video Surveillance Manager (VSM) software had critical security flaws.

Cisco will pay Glenn more than \$1 million, with the remainder of the settlement going to the federal government and more than 15 state agency buyers of the software to whom the company allegedly misrepresented its safety. [Read Article](#)

### **Lawmaker Aims To Curb Social Media Addiction With New Bill**

*NPR - ABIGAIL CLUKEY*

Sen. Josh Hawley has made it a point to challenge the major tech companies since his election in 2018, and tech regulation was a facet of his career as Missouri's attorney general.



In the latest action against major tech companies, freshman Sen. Josh Hawley, R-Mo., introduced a bill on Tuesday - the Social Media Addiction Reduction Technology, or SMART, Act - that would ban "addictive" social media features.

Most social media platforms are known for their infinite scrolling effect, which allows users to see all of the content on their newsfeeds in one visit to the site if they continue to scroll to the bottom of the page. If the bill was passed, users would have to actively refresh their Twitter and Facebook newsfeeds after a scrolling limit is exceeded.

Similarly, instead of having YouTube videos load automatically one after the other with autoplay, users would have to find and click on the next video themselves. The "Snapstreak" on Snapchat, which requires users to send photos to each other at least once every 24 hours in order to maintain the "streak," is another "addictive" feature that Hawley's bill would prohibit. [Read Article](#)

### **Microsoft Finds Four Security Flaws in Windows 10**

*CFO.com - William Sprouse*

If exploited, the flaws can be used to launch a computer worm to attack vulnerable machines.



Microsoft has discovered serious flaws in its Remote Desktop Services and issued a critical warning to users of all versions of its platforms, including every version of Windows 10.

The company said four serious flaws could be weaponized to automatically spread malware to computers around the world. It said users should patch affected systems immediately.

"An attacker who successfully exploited this vulnerability could execute arbitrary code on the target system. An attacker could then install programs; view, change, or delete data; or create new accounts with full user rights," Microsoft said. [Read Article](#)

### **The Future of Microchip Implants in Humans**

*ThomasNet - Staff Writer*

As technology evolves, devices continue to grow smaller and more compact. Electronic devices once limited to the household, such as phones and computers, can now be carried around in our pockets. Now - for some people - the concept of portable and convenient technology has been taken a step further with microchip



implants.

In Sweden, a country known for its technological innovations, thousands have already implanted microchips into their bodies. The Swedish firm, Biohax International, was founded six years ago by former professional body piercer, Johan Osterlund, and currently dominates this market.

"Having different cards and tokens verifying your identity to a bunch of different systems just doesn't make sense," says Osterlund. He further adds that chip implants can help streamline everyday tasks through enhanced connectivity. [Read Article](#)

## Human Resource Management News

### 5 Clues You're Falling Short on Succession Planning-and What to Do About It

*IndustryWeek - Rebecca Brinkley*

Those manufacturing companies that don't have a natural path to succession, such as a son or daughter to take over the family business, should consider themselves fortunate. Most small to mid-sized manufacturers don't have that option.



Did you just spend the last 40 years building a company to hand it over to the highest bidder? That question may seem harsh, but the lack of succession planning threatens manufacturing's future.

As the last of the baby boomers round their way up to 60, companies are slowly realizing that their retiring leadership is leaving gaps in intelligence and historical knowledge that threaten the future.

When you have someone so good at their job, doing it for 30 years and not sharing information to the next person in line, you risk losing everything tied to that one "irreplaceable" person. You risk your business. [Read Article](#)

### "Largest-Ever" Survey of Manufacturing Workforce Reveals Trends, Preferences [Report]

*ThomasNet - Anna Wells*

Industrial staffing firm EmployBridge recently conducted what it's calling the largest-ever survey of the U.S. hourly workforce.



After more than 18,000 responses from workers within the manufacturing and logistics industries spanning 45 states, the report - "Voice of the Blue-Collar Worker" - dives into the unique conditions and challenges influencing job satisfaction for hourly workers.

According to a recent press release, "Current strong economic conditions are increasing the demand for blue-collar workers. For the first time in over a decade, there are more open jobs than available workers, creating increased competition for low-wage earners who now have their choice of employers. What has traditionally been perceived as a replaceable, low-value segment of the workforce is today more empowered than ever and willing to change employers if their needs are not met." [Read Article and Access Report](#)

### What to do About the Aging Workforce?

*IndustryWeek - Adrienne M. Selko*

It's no secret that the manufacturing workforce is getting older by the minute. In fact, almost 25% of the sector's workforce is age 55 or older. To put that in perspective, in 2000 the median age was 39.



Planning for the future is difficult as companies face massive retirements while dealing with low unemployment rates and a young generation that still needs convincing that it should choose a career in manufacturing.

As scarcity of any resource, including human capital, leads to innovative thinking, the sector has come up with a variety of strategies. To study these strategies The Manufacturing Institute, the research arm of the National Association of Manufacturers (NAM), released a report on July 31 entitled "The Aging of the Manufacturing" [Read Article](#)

### No Need to Pay Drivers for Sleeper Berth Time

*Material Handling & Logistics - David Sparkman*

According to the U.S. Department of Labor (DOL), trucking employers do not need to pay truck drivers for the time they spend sleeping in tractor-trailer sleeper berths.



The July 22 Opinion Letter issued by DOL's the Wage and Hour Division offered its interpretation of regulations regarding "hours worked" and



"compensable time" as applied to truck drivers and drivers' helpers for time spent sleeping and free from all on-duty work responsibility.

The new opinion letter returns to an interpretation of the Fair Labor Standards Act (FLSA) announced in 1943 and 1951, and withdraws interpretations announced in Opinion Letters from 1964, 1966, 1978 and 1979, notes David P. Phippen, an attorney with the law firm of Constangy Brooks Smith & Prophete. [Read Article](#)

### **Chicken Plants See Little Fallout From Immigration Raids**

*NPR All Things Considered - Scott Horsley*

Federal agents carried out one of the largest immigration raids in recent history this week, arresting nearly 700 workers at chicken processing plants in Mississippi.



But you can still buy a rotisserie bird at your local supermarket tonight for less than \$10.

So far, the government crackdown has had little effect on the wider food processing industry, a dangerous business that is heavily reliant on immigrant labor. [Read Article](#)

### **ICE Raids Should Be Employers' Wake-Up Call**

*IndustryWeek - David Sparkman*

The current crackdown is only an extension of what the agency has been doing for quite a while.



Recent high-profile raids on worksites by the U.S. Immigration and Customs Enforcement (ICE) may have shocked the general public but should come as no surprise to employers who have been in the agency's cross hairs in recent years

On Aug. 7, ICE made headlines when it swept up 680 workers from seven poultry processing plants across Mississippi. The logistics of this sweep required at least a year to plan what turned out to be the largest workplace raid in a decade. Within days of the raids taking place, nearly 300 of the detainees had been released from custody after they were processed and given dates to appear later in federal immigration court. [Read Article](#)

### **Despite Laws Against It, Age Discrimination Persists**

*Material Handling & Logistics - David Sparkman*

With older employees working beyond traditional retirement age, employers must avoid stereotyping.



The aging of today's workforce makes it more important than ever that employers guard against age discrimination, which is a prime target for the Equal Employment Opportunity Commission (EEOC). In 2016 alone, 20,857 age complaints were filed with the commission.

In 2017, EEOC-marking the 50th anniversary of the Age Discrimination in Employment Act (ADEA)-announced that "persistent age discrimination and stereotypes about older workers continue to channel older workers out of the workforce, limiting further economic growth. With so many more people working and living longer, we can't afford to allow age discrimination to waste the knowledge, skills and talent of older workers." [Read Article](#)

## **Environmental, Health & Safety News**

### **OSHA Discovers Multiple Hazards at Fuyao Glass America**

*EHS Today - Stefanie Valentic*

The company has been cited 12 times in the past four years.

An inspection initiated under OSHA's Site-Specific Targeting program has led to \$724,380 in fines for an Ohio manufacturer.



Fuyao Glass America Inc. exposed workers to numerous safety and health hazards at its Moraine, Ohio, production plant.

"This company's repeated failure to implement and enforce safety and health programs at the workplace is unacceptable," said Bill Donovan, acting regional administrator. "Employers must continually evaluate their facilities for hazards, and train employees and managers to use proper safety controls and equipment to keep their worksites safe and healthful." [Read Article](#)

## **Dank Dilemma: The Unregulated CBD Market and Drug Testing**

*EHS Today - Stefanie Valentic*

Workers and employers are in a hazy situation when it comes to untested CBD products.



"We are in the Wild Wild West when it comes to CBD," Adele Abrams exclaimed to a crowded room of attendees at the American Society of Safety Professionals (ASSP) Safety 2019 conference.

The employment law attorney and president of the Law Office of Adele L. Abrams P.C. in Beltsville, Md. isn't far from the truth. The absence of federal oversight of cannabidiol (CBD)-based products has given rise to predatory companies looking to capitalize on the burgeoning CBD market, which is expected to increase to \$23.7 billion through 2023, according to research firm Brightfield Group. [Read Article](#)

## **NIOSH Releases Fentanyl Safety Video**

*EHS Today - Stefanie Valentic*

Emergency responders now have access to a new video showing them how to handle illicit drugs.



In 2017, fentanyl contributed to 70% of all opioid overdose deaths, according to a report by Dr. Chikarlo Leak.

Fentanyl, a synthetic opioid 80 to 100 times more potent than morphine. The drug contributed to 59% of overdose deaths in 2017. As Americans continue to feel the affects of the opioid epidemic, emergency responders are on the front line every day, to deadly substances that can kill a human with a miniscule dose. [Read Article](#)

## **Where Does Worker Safety Begin and End?**

*EHS Today - John Coye, Joe Boyle*

Leading construction companies are recognizing the cost and productivity benefits offered by innovative tech solutions. As the industry approaches a digital revolution, the need to thoughtfully and effectively manage the serious risks associated with mobile devices and smartphones being used on the job is now more important than ever.



Texting while driving is one of the most dangerous and prominent distractions in a commercial or grey fleet vehicle. According to the National Safety Council, using a cellphone while driving leads to 1.6 million car accidents per year. With more than 40 states addressing the dangers of mobile device usage by banning texting while driving, ensuring employees are following the law while also guaranteeing the company is in compliance with OSHA standards is vital. [Read Article](#)

## **Judge Rules Lloyd Industries Must Pay Record Damages for Retaliation**

*EHS Today - Stefanie Valentic*

Lloyd Industries Inc., a Pennsylvania-based fire protection equipment manufacturer, is feeling the heat after a federal judge ruled against the company for retaliating against its workers.



The decision comes after a jury determined that owner William P. Lloyd illegally fired two employees following an OSHA inspection.

"The court recognized that all employees have a federally protected right to speak out against unsafe and unhealthy working conditions, to participate in U.S. Department of Labor investigations, and to be compensated if they are terminated in retaliation for exercising those rights," said Regional Solicitor Oscar L. Hampton III, in Philadelphia. "The significant punitive damages sends a strong message to this employer and others that deliberately violating these laws will not be tolerated." [Read Article](#)

**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.**

Spent 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.

We research available training grant funds for each project and help the client apply. Grants may offset most or all of the investment to set-up and implement the structured training system!!

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

Isn't an hour of your time worth it to see if this approach to worker training is the one you always wished you had?

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





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