



MAHLE ENGINE COMPONENTS USA

One Proud Metal Manufacturing Operation

Mahle Engine Components, of Caldwell and McConnelsville, OH has been an employer of choice in southeast Ohio for over a half of a century. As most American metal manufacturers know, especially in the automotive industry, surviving the last two decades required improving and evolving; never getting too comfortable resting on your laurels.

Formed in 1950 as the **Cleveland Graphite Bronze Corporation** in Caldwell, OH, the first production parts were sent to the **Packard Motor Car Company**. After a site expansion to handle its increased business it was acquired by **Gould, Inc.** The plant continued to expand in the 1970's and became part of **Imperial Clevite Inc.** in 1981 when it acquired the Gould Inc. Industrial Divi-

sion.

Later, in 1987, **JP Industries** acquired Imperial Clevite Inc. bearing and cylinder business. One year later the McConnelsville continuous casting operations plant was constructed. In yet another change in ownership, **T&N** acquired JP Industries in 1990 and the bearing business became known as "**Glacier Vandervell.**"

That was not the end of it. **Federal Mogul** acquired T&N in 1997, **Dana Corporation** acquired the thin wall bearings business once owned by T&N from Federal Mogul in 1998 and both the Caldwell and McConnelsville plants remained with Dana for almost a decade. **MAHLE**, a German automobile parts manufacturer, acquired both plants in an acquisition of the Engine Products Group of Dana Management System in 2007.

The transition through a change in ownership can often be a challenge in itself, but not for Mahle. Mahle now employs around 350 employees; mostly highly trained and experienced metal machine operators, engineering support staff, manufacturing support and management at the Caldwell operation. Another 50 employees are at the McConnelsville plant, providing casting of all copper, aluminum, lead-free alloys, in a wide

ENTERPRISEOHIO HOLDS ANNUAL STATEWIDE CONFERENCE

Triumph Thermal Systems Presents Worker Development Secrets

The EnterpriseOhio Network held its annual conference in Dublin, OH from November 5-7, 2007. Several hundred participants from state workforce development agencies and representatives of 2 and 4 year institutions attended the event. The event "is a way for network members to share new ideas on workforce development, hear ideas from outside-the-network practitioners and to discuss the State's vision for the coming years," according to the announcement.

Ohio, typical of Great Lakes manufacturing states, has struggled with the relocation of manufacturing jobs to lower wage labor markets overseas. The devastation rippled through rural communities as the discretionary spending levels once supported by "middle-class" incomes that manufacturing provided declined.

Some manufacturers, particularly the small and mid-size operations that are less prone to outsourcing, are seeing some resurgence - especially in the aerospace, defense and telecommunications industries - see page 6



range of widths and thicknesses. McConnelsville has a full range of laboratory and testing capabilities.

The Caldwell plant specializes in low, mid and high-volume manufacturing and finishing. Mahle-Caldwell's cellular manufacturing represents the vertical integration of processes. The plant offers the design and manufacture of process tooling, high-speed featured bushing manufacturing, truncated piston pin bushing manufacturing and press-formed profiled thrust washer manufacturing. Mahle-Caldwell has continued to see page 7

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CERTIFYING WORKERS TO FULL JOB MASTERY

A Verifiable Model for Maximizing Worker Value and Documenting the Transfer of Expertise - By Dean R. Prigelmeier

Employment for many is in a constant state of flux. Not only will workers change employment 6 – 8 times in a lifetime, many change jobs while employed at each employer as business strategies shift and/or ownership changes. Exacerbating the phenomenon is the increasing rate of retirement, creating vacancies that need to be filled internally or externally.

Are employers ready for the challenge? Findings from the 2,046 respondent companies showed that:

- Only 4% of their organizations have a formal process of transferring knowledge from retiring boomers to other employees.
- 23% have an informal process.
- 29% do not have a process but plan to implement one.
- 44% do not have a process and have no plans for one.

(Innovations, a Boston-based global consulting and training firm that commissioned the survey in 2007)

A survey by **Monster** released in September 2007, which SHRM Online reported on, similarly found that knowledge retention does not appear to be a high priority among organizations. For those who are addressing this issue, most employers know the clear majority of the task-based skill training falls on them. According to a 2002 survey of Ohio manufacturers, for which 732 companies responded:

- 70% of the respondents rely on informal on-the-job training for new hourly employees. 57% rely on informal on-the-job training for incumbent hourly employees.
- The numbers are nearly the same for salary employees; 58% and 48% respectively.

(Advance Ohio – Creating a Comprehensive Workforce Development System for Ohio, Governor's Workforce Policy Board, December, 2002)

Typically, new workers encounter a non-structured, rarely focused, on-the-job training experience. The employer's subject matter expert (SME) is asked to "show the new employee around." That is sometimes loosely, yet confidently, referred to as "OJT."

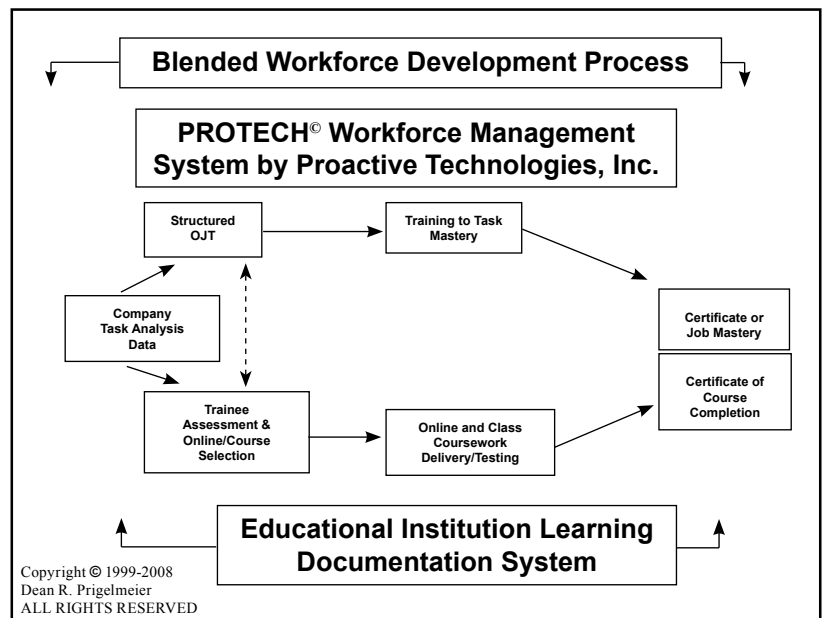
While highly regarded by management for their skills and work performance, the SME typically has difficulty remembering the nuances of the tasks when explaining the process to the new employee without structure, since that level of detail was mentally buried long ago as they evolved toward "automatic" performance. New employees often have difficulty assembling, understanding and translating the disjointed bits of recollection into a coherent process to be replicated.

Importantly, the more time the SME spends with the new employee in this unstructured, undocumented experience, the more the employer is paying two people to be non or marginally-productive. Adding employees can actually lower short-term pro-

ductivity for an organization while adding to costs. The danger surfaces when that short-term productivity loss evolves into long-term productivity loss. In this competitive world, training by "osmosis" is not seen by the other parts of the company as a "systems approach" capable of supporting innovation and creating new efficiencies for the organization.

Some community colleges and universities have been implementing an "accelerated workforce development" model locally, partnering with Proactive Technologies, Inc. In this model, the employer is deliberately included in the workforce training process in a structured, documented and verifiable way. This model cuts the employer's internal costs of training and quickens the employer's realization of a "return on investment" for new-hires and incumbent employees. By structuring the informal on-the-job learning experience, this new model of workforce development focuses on improving "worker capacity" to full job mastery through the "accelerated transfer of expertise."

This facilitates a strong worker certification program for com-



pliance to processes, standards and regulations, as well as best practices. The "icing on the cake" is that, by partnering with a university or the community college, a "Certificate of Job Mastery" from that school can be achieved by those reaching full job mastery, which can lead to apprenticeship certificates and articulated to college credit.

Dean Prigelmeier, President of Proactive Technologies, Inc. is founder and CEO of Proactive Technologies, Inc., established in 1986, as well as the creator of the PROTECH® system of managed human resource development software, related methodology, support manuals and materials. He has authored numerous papers on workforce development uti-

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lizing the approach and is a contributing author to *Implementing On-The-Job Learning – Thirteen Case Studies from the Real World* (Ronald L. Jacobs, ASTD, 2002) and *Workplace Training and Learning – Cases from Cross-Cultural Perspectives* (Ronald L. Jacobs and AAhad M. Osman-Gani, Pearson-Prentice Hall, 2005). ■

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WORLD NEWS

INDIA OUTSOURCES OUTSOURCING – According to the International Herald, technology giant Infosys Technologies is attempting a novel approach to accommodate its growth at a time of declining local technology employee candidates. Fly to India, learn programming from scratch and Infosys will fly you home and employ you in a position in one of its foreign client's operations. Infosys would like to expand its successful model in lower wage labor market – high need technology market relationships elsewhere such as China for Japan, Morocco for France and Mexico for the U.S.

IMF SAYS CREDIT CRUNCH LIKELY TO BE PROTRACTED – The International Monetary Fund recently stated that the credit crunch gripping international markets probably will be “protracted” and hinder global economic growth. So far, the monetary turbulence caused by the U.S. sub-prime mortgage market has only effected the U.S. and Europe. However, high-growth developing countries that have experienced rapid credit growth may be affected. The U.S. dollar fell to a 15-year low against 6 of its major peers after reports showed the lowest existing home sales in 5 years and the lowest consumer confidence in more than a year.

KODAK AND XEROX TO BREAK INDUSTRY PATTERN, INTRODUCES MORE EXPENSIVE PRINTER WHOSE TONER CARTRIDGE CONTAINS MORE TONER – Xerox is attempting to break away from the industry's give-away-the-printer, charge-a-ton-for-toner model currently practiced by most of the industry. In February, 2007, Eastman Kodak introduced an ink jet printer that costs \$50.00 US more than comparable printers but uses cheaper ink. In the fall of 2007, Xerox introduced a laser printer that costs about \$900.00 more than its counterparts, but printing in color will cost as much as printing in black and white, which itself is priced within the industry range. Xerox uses a solid ink technology. A spokesman for Kodak, David Lanzillo, stated that Kodak is responding to the most common reason users report for limiting their color printing - the high cost.

BUSH PUTS U.S. AT EDGE OF CLIMATE DEBATE – Dozens of world leaders met at the United Nations headquarters in New York for a full agenda of talks on how to fight global warming. However, U.S. President George W. Bush skipped all of the events except dinner. His focus was on his own gathering of officials in Washington during the same time to discuss the same topic, just different approaches to address it. While the European Union and its allies in combating global warming are including specific targets for lowering CO2 emissions by 2020, Bush's proposal seeks voluntary standards and more investment in alternative fuels, such as ethanol. Approximately 80 heads of states or government attended the New York conference, with 154 speakers. The Washington conference included 15 countries, or “major economies” as the White House refers to them but are the major contributors of greenhouse gases.

“FAIR TRADE” BRAND MOVEMENT UNDERWAY – The International Fair Trade Association, an umbrella of organizations in over 70 countries, sees “...real momentum now with big companies and institutions switching to fair trade,” according to Paul Rice, of TransFair USA. TransFair is the only independent fair trade certifier in the U.S. According to Fairtrade Labeling Organizations International, an affiliate headquartered in Bonn, Germany, consumers spent about \$2.2 billion US in 2006 on fair-trade-certified products, which is a 42% increase over the previous year. The group estimates more than 7 million people in developing countries benefited. The group defines fair trade as, “A system of rules that reflect concern for

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PRODUCT UPDATE

PROTECH[®]

by Proactive Technologies, Inc.

PROTECH is a managed human resource development system ideally suited for local workforce development programs in response to, and support of, the training requirements of local business and industry. With the PROTECH software, it is also a standalone turnkey package for any employer.

Through its modular and menu-driven approach, PROTECH supports the immediate creation of training materials, certification instruments, written exams/answer sets, performance appraisal forms, job descriptions and more. PROTECH modules include:

- 1. Basic Module.**
Provides a job and task analysis database for data entry and retrieval; accelerates the data collection process
- 2. On-the-Job Training Module.**
Provides structured on-the-job training outlines, plans, and checklists; provides on-the-job training reporting.
- 3. Qualification/Certification Module.**
Establishes qualification and certification programs that are effective and auditable to legal and contractual requirements.
- 4. Technical Writing Module.**
Provides job-performance aids and document revision control.
- 5. Human Resource Evaluation Module.**
Includes job descriptions, performance appraisal instruments and randomly generated pre-hire and post-hire examinations and answer sets.
- 6. Records Module.**
Supplies status information and reports. Tracks trainee/employee development, providing documentation of job mastery.

Additional features offered in PROTECH are:

- A knowledge, skills and abilities library with definitions
- A question/answer library with global control
- A job information “cut and paste” function (move/copy) for job expansion and consolidation
- Job Profile Analysis Report
- Job Profile Comparison Report
- Employee/Trainee Cross-Functionality Reports
- Employee Capacity Reports/Charts
- More

Designed for the “**rapid transfer of expertise**,” PROTECH can help any employer cut the internal costs of training, dramatically improve worker capacity and decrease the time necessary to do so. Proactive Technologies can set up your database and teach your staff how to manage the program forward.

Call your Proactive Technologies representative today at 303-291-0311.



PROACTIVE TECHNOLOGIES, INC

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Conference UPDATE

SCMA – HR DIRECTORS CONFERENCE – The South Carolina Manufacturer’s Association human resource directors held their annual conference in Myrtle Beach, SC from September 20 – 22, 2007. Nearly 150 people attended from the manufacturing community to discuss latest legislative issues facing employers in the region and to hear presentations on current topics in human resource development and management.

Spartanburg Community College and Proactive Technologies, Inc. both attended and invited participants to their exhibitor booths to discuss the blended model of workforce development the partners offer. The next conference is September 11-13, 2008.

For information on joining the SCMA, visit their website at www.myscma.com.

ACTE – REGION 2 CONFERENCE – The Association of Career and Technical Education Region 2, including Alabama, Florida, Georgia, Kentucky, Tennessee, North Carolina, South Carolina, Virginia, The Bahamas and Puerto Rico, held its annual conference October 11 – 14, 2007 at Breezes Resort in Nassau, Bahamas. Approximately 300 people attended the event.

The annual conference is an opportunity for participants to share recent developments and expertise relevant to career and technical education. Several exhibitors were present

and speakers covered topics from writing grant applications to successful workforce development models.

Dr. David Just, Vice President of Continuing and Corporate Education at Spartanburg Community College in Spartanburg, SC teamed up with Dean Prigelmeier, President of Proactive Technologies, Inc. in a presentation to the group entitled “Building a World Class Workforce Development System for Manufacturing.” The topic covered an approach used widely in South Carolina, and throughout the U. S., that accelerates the transfer of expertise, lowers the internal costs of training to the employer and increases the return on worker in-



Faye Lanford, Manager of the Spartanburg Technical College Continuing Education Office



Dean Prigelmeier of Proactive Technologies, Inc.



Dr. Dave Just of Spartanburg Community College

vestment from each worker in the program.

If you would like to join the Region II ACTE, or any other region’s ACTE chapter, or obtain summaries of conference presentations visit the main website at www.ACTEonline.org.

AIKEN TECHNICAL COLLEGE - BUSINESS AND INDUSTRY APPRECIATION LUNCHEON- Approximately 75 business, education and government representatives attended the Business and Industry Appreciation Luncheon sponsored by Aiken Technical College of Aiken, SC February 15, 2008. Proactive Technologies President Dean Prigelmeier was keynote speaker with the topic: Planning for Tomorrow’s Workforce Today: Succession Planning.

Diane Deuell, Area Director of readySC said, “I like the way this approach links hiring to training to performance evaluation.” Mr. Prigelmeier focused his presentation on proactive planning for unavoidable loss of key technical personnel.

Gemma Frock, Vice President of Workforce and Business Development for ATC hosted the event.

UpState Alliance for Technology Training Announces New Maintenance Apprenticeship Program

The South Carolina UpState Alliance for Technology Training, in an alliance called “TechReadySC”, announced May 22, 2008 the launch of a new program called “Mechatronics.” This program is an interdisciplinary field involving control systems, electrical systems, mechanical systems and computer controllers often found in the automated automotive manufacturing found in area companies.

TechReadySC is a collaboration of Spartanburg Community College, Greenville Technical College, Piedmont Technical College, York Technical College and Tri-County Technical College and is funded through grants by advanceSC, a philanthropic arm of Duke Energy. Proactive Technologies, Inc. analyzed local maintenance positions to provide relevant data upon which to design the curriculum and structured on-the-job training to lead trainees to job mastery.

TechReadySC’s new program “is the conversion of an outdated maintenance curriculum into a curriculum that meets the needs of advanced manufacturing in the 21st century,” according to Wendy Walden, chair of the marketing committee.

A Mechatronics Technology I certificate for recent high school graduates will be available for SCC students in the 2008-2009 academic year, followed by an Advanced Mechatronics Technology II certificate beginning in Fall 2009.

The program hopes to meet the needs of BMW, its suppliers and other manufacturers in the region. ■

EDUCATIONAL INSTITUTION AND WORKFORCE DEVELOPMENT ORGANIZATIONS

Contact **Dean Prigelmeier of Proactive Technologies Inc.** today for information on how you can join with PTI in an “Accelerated Workforce Development Partnership” in your area.
303-201-0311

NO ESCAPING WIRELESS HEALTH RISKS - by Stacey Lett

Power lines, electric generators and motors, electric appliances, heating blankets, electronic devices and wireless communication equipment all contribute EMF (electromagnetic fields) to create an “electrosmog” according to Richard Latker of the International Herald. Few people are concerned about low-level electric fields since they are easier to shield. The “magnetic” component of the field, however, is more linked to health problems and harder to shield.

EMF is comprised of microwave frequency and power frequency – both non-radioactive. Power frequency, mostly attributed to appliances, is the result of using alternating current (AC). Computers and other devices use direct current (DC), converting the AC to DC. Sitting next to your computer is therefore less threatening, but sitting next to your power supply may emit 1 – 6 milligauss of EMF (the Swedish Government recommends children not be exposed to EMF over 2 mG). Some electronic devices, such as DSL modems, use AC power reduced to 12 volts. Such AC-to-DC power adapters put out a lot of EMF – an estimated 16 mG at 50 centimeters.

Microwave frequency is generated by mobile phones and transmission masts, WiFi systems and cordless phones. Microwave ovens create power frequency but little microwave emissions. They are usually shielded to prevent emissions and shut off when the door is opened.

Can something that cooks your dinner heat your brain as well? Yes, although the output of a mobile phone depends on the model and distance from the nearest transmission station.

Most mobile phone makers publish SAR (Specific Absorption Rate) specifications, the amount of microwave radiation that is pumped into the brains of the users. It is usually found buried in the phone’s user manual. In the U.S., the maximum permissible exposure is 1.6 watts per kilogram; in most European countries it is 2 W/Kg. Phones can be purchased with as little as .2 W/Kg.

Doreen Carvajal, also with the Herald, reported that the World Health Organization has conducted an ongoing study of 7,000 brains from 13 different countries called “Interphone.” Historically, national studies have found no significant consequences from the use of mobile phones up to 10 years. The WHO released a report citing a significant increased risk of brain cancer for use over 10 years on the same side of the head where the tumor developed. Wireless technology developed too quickly to be included in the study, but needs to be included even though scientists say they emit lower radiation than using a phone directly to the ear. “The exposure to electromagnetic fields is rising, and it’s widespread,” said Jacqueline McGlade, executive director of the European Environmental Agency. “So, come what may, we should be anticipating that even with a low dose, but with wide exposure, this will require more inspection.”

Also frustrating researchers is the decline of the control group as more people acquire cell and wireless technology. Furthermore, most studies falsely categorize a “user” as utilizing the technology one hour a week, while most use it several.

There remains discussion about what is the allowable accu-

mulated rates of exposure from phones to WiFi signals which is usually transmitted at low power levels around .1 watt. Schools, businesses, and municipalities envision a seamless network of wireless accessibility. Currently, one way to limit personal exposure to microwave emissions is to turn off wireless units when not in use. That is not so easy, and the accumulated exposure from devices all around us will inevitably expand with new technology. ■

CLARIFICATION:

In the Summer, 2007 issue of *Proactive Technologies, Inc. Report*, we inadvertently failed to mention that the **LSP Automotive Systems LLC** project in Union, South Carolina is supported by the **Center for Accelerated Technology Training’s readySC** program. In addition, readySC is providing technical expertise and assistance in the candidate recruiting process as the plant expands. **Susan Pretulak is the UpState Area Manager** for CATT.

Presenting the Wide Array of Consulting Services from PROACTIVE TECHNOLOGIES, INC.

In addition to the most powerful methodology and software system of managed human resource development in the world, PROTECH[®], Proactive Technologies, Inc. has a family of proven consulting and support services to help any organization maximize resources and minimize costs, including:

- Training Program Development and Implementation
- Certificate Program Development and Implementation
- Process Documentation
- Pay-for-Value Program Development and Implementation
- Process Improvement
- Job Consolidation/Redesign Services
- ISO/TS Quality Program Support
- Apprenticeship Program Design, Implementation and Support (perfect for STW, WTW and other workforce development programs)
- Job/Task and Safety Analysis
- And More!!!

Proactive Technologies’ staff thoroughly analyzes every job classification to ensure that the training program, certification program, or any solution, matches the job. Clients are left with support documentation to demonstrate “content validity.” Proactive Technologies’ staff is experienced with ISO, TS and other contemporary quality assurance and control programs.

Improve **worker capacity** through **job mastery** now by calling Proactive Technologies, Inc. at 303-291-0311, or fax a request to 303-291-0358.

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tries. However, as with manufacturing in general, revitalization is further impeded by imbalanced trade agreements that have fueled the U.S. trade deficits with countries such as China, which totaled \$256.3 billion US in 2007 - close to the combined total deficits with Japan, Canada and Mexico.

Frank Gibson, Program Manager for The Ohio State University – Marion Alber Center and Dean Prigelmeier, President of Proactive Technologies, Inc. presented their workforce development ideas and practices at the EnterpriseOhio conference in a session entitled, “Certifying Workers to Full Job Mastery – A Verifiable Model for Maximizing Worker Value and Documenting the Transfer of Expertise.” An excerpt of a related piece is in this issue of *Proactive Technologies, Inc. Report*. The presentation discussed the concept as implemented by the OSU-Marion/Proactive Technologies, Inc. partnership – which has been in existence since 1994.

Ken Jackson, Human Resources Director for Triumph Thermal Systems (“TTS”) of Forest, Ohio also participated in the presentation. A manufacturer of heat exchangers for military and commercial aircraft as well as a certified Federal Aviation Administration repair station, TTS has been utilizing the approach and system since 1999, which has helped them through their acquisition from **Parker Hannifin-United Aircraft Products** in 2003. TTS is currently undergoing a significant expansion.



Frank Gibson, Program Manager OSU- Alber Center

“When we started this project, our immediate concern was that 40 % of our workforce was scheduled to retire in a two-year period; 80 % in a five-year period,” Mr. Jackson told the conference attendees. “In many cases, there was only one person that new how to run a group of machines. If we didn’t move quickly, we would watch the ‘tribal knowledge’ go right out the door.”

Being a company with about 130 employees on the manufacturing floor, that had the potential to be a crippling blow to operations. Additionally, the company’s workers were a bargaining unit, so as one person retired six to eight employees would either voluntarily or involuntarily be relocated to another position. An effort was made to analyze the job classifications in order of retirement dates



Ken Jackson, HR Director Triumph Thermal Systems

to ensure the best practices were captured, then structured workforce development programs were created for the rapid transfer of that expertise to the new-hire or relocated worker.

In 2003, an announcement was made that the parent corporation, **Parker Hannifin**, was selling the Forest operation. Some employees who were scheduled to retire after 2003 moved their retirement date up to lock in their benefits. For almost a year, nearly

twelve employees were either added or changed jobs per month. The plant currently employs 170 people, up from 130 five years ago. Adding 40 new people while replacing retiring workers could be a challenge for even the most well staffed human resources department. Mr. Jackson, and his assistant **Angie Fadley**, were up to the challenge.

With all of the expected disruption to work flow, fiscal 2004 turned out to be the most profitable year in the history of the division to date. The following year, TTS reached 100% return on net assets – paying back the buyers of the division in two years!

“The company did a lot of things to accomplish this, such as Lean Manufacturing. However, the structured, controlled, verifiable worker development that PROTECH[®] provided helped us to manage our worker capacity through a tremendous amount of change,” explained Mr. Jackson.

With regard to OSU-Marion’s role, said Mr. Gibson, “This is what we do. We work with employers to determine specifically how we can best help them. Then we select, from our list of resources and specialty vendors/partners, those products and/or services that are best suited for the task. The information PROTECH provides allows us to make sound selections while the data is being processed into all of the tools needed to setup, implement, manage and document the workforce development process. Then we identify and match core skill training that supports the learning of the job. The employer gets the most accurate workforce development strategy possible.” He concluded with, “PTI makes managing the workforce development process, even in a world of change, seem easy. They have been a good partner and our clients show their appreciation by keeping us involved in their project as they explore other opportunities to use the PROTECH Workforce Management System, year after year.”

TTS continues to expand and benefit from growth. The company is an ISO certified facility and is planning to expand their workforce development program to apprenticeship registration. This project was funded in part by the **Enterprise Ohio Targeted Industries Grant fund**. To date, 20 job classifications have been developed into worker training programs, 2,500 structured OJT hours have been documented, 34 workers conveyed “Certificates of Job Mastery” and 15 employees have mastered 90% of their job. ■

**CUSTOMIZED WORKFORCE TRAINING FOR OHIO
BUSINESS AND INDUSTRY**

The Alber Enterprise Center has teamed with Proactive Technologies, Inc. since 1994 to provide PROTECH[®], a state-of-the-art workforce development program and support system. Perfect for process improvement, team concepts, apprenticeship programs, vendor training and qualification programs, and supports ISO and QS quality assurance processes. Programs are tailored entirely to the client’s needs and can be designed to lead to an Ohio State University - Alber Center “Certificate of Job Mastery” and “Journeyman’s Certificate.”



For information on these and other training resources contact Frank Gibson, Program Manager

740-725-6325

www.marion.ohio-state.edu/alber

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modernize its operations. The plant has been **Ford Q1** certified since 1989; **ISO 9001** and **QS9000** certified since 1997. The plants were **ISO 14001** in April of 2000 and **TS 16949** certified in March, 2005. In addition, the group has successfully implemented APQP (Advanced Product Quality Planning), Preventative & Predictive Maintenance, Six Sigma and Lean Manufacturing.

The company proudly boasts of their room to grow their material, bushing and thrust washer business into other product production lines, due in large part to their experienced workforce. Both plants have been implementing the PROTECH system of managed human resource development since 2001. Initially one job classification, Clevite Line Operator, was targeted at the McConnellsville plant in a pilot worker development program. Based on the results of that test, six more jobs at that plant and 38 job classifications at the Caldwell plant were added – which included nearly three-fourths of the combined workforce.



Don Bridgman, Mahle-Caldwell Manufacturing Manager

The Ohio State University – Marion Alber Center and the **Ohio University** are the primary education and training providers, utilizing **Proactive Technologies, Inc.** to perform the job/task analysis, create the materials to systematically develop the workers to “full job mastery,” and to manage the implementation and documentation of the workforce development program. The program was funded in part by **EnterpriseOhio Targeted Industries Grants**. Combined, 43 people at both plants have received Certificates of Job Mastery from The Ohio State University; another 25 have mastered 90% of the tasks and will soon be eligible. Onsite classes are provided at each plant to enhance core skills necessary to master the tasks.

“We can make all of the innovations in technology, in processes and facilities we want. We are still only as good as the people using those innovations to make our products,” commented **Don Bridgman, Manufacturing Manager for Mahle**. “That is why we are committed to helping our workers improve their skills as management continues to make improvements to our business model. In the end, the quality of both combined is reflected in the products we make and the satisfaction expressed by our customers.”

Jim Hurley, Human Resources, Manager, echoed Mr. Bridgman sentiments adding, “The intense global competition has made my job more challenging. Nonetheless, I believe this company is doing a good job meeting it’s current challenges and continually preparing it’s people for new challenges ahead.”

For more information, contact : **Don Bridgman, Mahle Engine Components**, don.bridgman@us.mahle.com; or **Frank Gibson, Program Manager at The Ohio State University – Marion Alber Center**, Gibson.363@osu.edu. ■

WORKFORCE DEVELOPMENT TECHNOLOGY



Spartanburg Community College Continuing Education Division has partnered with Proactive Technologies, Inc. to provide the PROTECH[®] system. Designed for the rapid transfer of expertise, the approach is perfect for process improvement, team concepts, apprenticeship program development and management, vendor training and skill certification programs.

PROTECH[®] is built for compliance with quality assurance programs such as ISO and QS/TS. Programs are tailored entirely to the client’s needs and are designed to lead workers to complete a Spartanburg Community College “Certificate of Job Mastery.” Call Faye Lanford, Office Manager, at 864-592-4924.

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the social, economic and environmental well-being of marginalized small producers that does not maximize profit at their expense.”

WEST FIGHTS TERROR WAR ON INTERNET – Citing potential threats from terrorists, the West is increasingly moving to erect online security barriers to block web sites, to monitor extremists and block Trojan-horse emails. In early November 2007, Franco Frattini, the EU justice commissioner, introduced a package of anti-terror proposals to block online access to bomb-making recipes and make recruiting terrorists online a punishable offense. In Germany, where authorities recently foiled a planned terrorist attack, Interior Minister Wolfgang Schauble is seeking powers to use email-unleashed spy software on recipient’s computers. The European Union nations are moving toward adoption of a 2009 data retention directive, requiring Internet service providers to retain communication information from six months to two years to aid in the “identification of terrorists” – a policy that has western civil libertarians concerned.

CHINA INTEREST IN 3Com DEAL CREATES INTEREST – 3Com, a Silicon Valley-based computer networking company which has stumbled in the past few years, attracted Chinese buyers – an action that was another test-case for Washington’s lawmakers. The high-technology retained by 3Com, which is considered in the U.S. security interests, was being pursued under a \$2.2 billion US cash deal that would allow Bain Capital take the company private. The Chinese company Huawei will get a minority stake. Last year, 3Com spent \$822 million US to buy Huawei’s shares in a joint venture between the companies called “H3C.” Mitt Romney, a U.S. presidential candidate and former CEO for Bain Capital for 15 years, is said to have made \$8 million US for himself and his family last year off of his interests in Bain Capital spread throughout 30 Capital Funds. The deal was rejected by the U.S. Watchdog Group CFIUS over concerns that 3com developed and maintained software for the U.S. Military.

CHINA’S \$200 BILLION US INVESTMENT FUND OPEN FOR BUSINESS China Investment, the \$200 billion US sovereign wealth fund, started operations in September 2007. China is seeking to increase returns on its foreign exchange reserves, the biggest in the world. The investment company is under the direction of State Council and its director Lou Jiwei and general manager Gao Xiqing, former deputy chairman of the Council for Social Security Fund. China set up the state-owned investment company after surging trade surpluses lead its currency reserves to a record \$1.33 trillion US level. China currently owns \$405 billion US, or 18 percent, of foreign-held U.S. Treasury securities, second only to Japan.

ONLINE BANK PIONEER FILES BANKRUPTCY – The parent of NetBank, a pioneer in Internet banking, filed bankruptcy in October 2007, after the savings and loan became the first in three years to fail in the United States. The company listed assets of \$87.2 million US and liabilities of \$42.4 million US. Formed in 1996, the bank reached 286,000 customers and \$4.8 billion US at its peak before online competition from national and regional banks eroded its position. The decline was assisted by the current U.S. credit crunch – the savings and loan reported \$2.5 billion in assets as late as June 30, according to the Federal Deposit Insurance Corporation.

WEAK DOLLAR SPARKS BUYING FRENZY IN U.S. – Canadians, Asians and Europeans are taking advantage of the weakened dollar to buy up the their competitors in the U.S. at a record pace, raising fears of more job loss and autonomy. Donald Klepper-Smith, Chief Economist for DataCore Partners stated that we could be witnessing the world’s largest tag sale if the dollar continues to decline. At the end of 2007, the value of purchases by non-U.S. buyers was nearing \$300 billion US – more than in all of 2000 which was a year of technology boom. Klepper-Smith said he feared the effect of these deals on workers and communities if jobs continue to be relocated to foreign countries.

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WELCOME!

Proactive Technologies, Inc. would like to welcome the following organizations to its long list of workforce development partners:

The Ohio State University-Mansfield, OH and recent additions to its employer partner list in **Hi-Stat, of Lexington, OH, Bookmasters, Inc. of Ashland, OH** and **Warren Rupp of Mansfield, OH.**

The Ohio State University-Marion, OH welcomes steel giant **Nucor Steel** as a workforce development partner.

Spartanburg Community College, of Spartanburg, SC added **Spartan Foods, Exopack, Lear Corporation, and Cooper Standard** to its long list of employer clients. Additionally, projects with **Invista, and Schwans Bakeries** Operation were expanded and/or accelerated.

Tri-County Technical College of Pendleton, SC welcomed **Covidien Healthcare** of Seneca, SC and **BOSCH** of Anderson, SC, a major automobile parts manufacturer.

York Technical College of Rock Hill, SC and its partner employer **Omnova**, a chemical operations facility in Chester, SC.

We look forward to working with all of you.



Dean Prigelmeier, President
Proactive Technologies, Inc.



PROACTIVE TECHNOLOGIES, INC.
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“It raises some red flags and some real questions about our independence,” said Klepper-Smith

BMW TO DOUBLE PRODUCTION AT SC PLANT - Frank-Peter Arndt, a member of BMW's management Board announced in March, 2008 that the company will spend \$750 Million US to expand its South Carolina facility by 1.2 Million square feet, adding 500 employees by 2012. This will allow BMW to increase vehicle production from 160,000/ year to 240,000 - good news for South Carolina and BMW's family of suppliers in the state.

RISING COSTS THREATEN TO SQUEEZE STEELMAKER'S PROFITS - This year, steelmakers could see significant increases in raw-material prices which are sure to threaten profits if they are unable to pass them on to automobile manufacturers. They are predicting up to 50% increases, as opposed to the 9.5% increase in 2006. China, now the world's largest iron-ore importer and steelmaker, is primarily responsible for record highs for iron-ore output in the last 5 years - 12% in 2006 (1.5 billion metric tons).

OVERSIGHT FAULTED IN U.S. CLINICAL TRIALS - The U.S. Food and Drug Administration is coming under fire for lack of oversight in clinical trials. The FDA has 200 inspectors to monitor 350,000 trial sites. According to a federal investigator, even when inspections were conducted and serious problems were discovered, drug officials downgraded reports 68% of the time. “In many ways, rats and mice get greater protection as research subjects in the United States than do humans,” stated Arthur Caplan, chairman of the department of medical ethics at the University of Pennsylvania in an interview with the International Herald Tribune.

GERMANY EASES LIMITS ON IMPORTED SKILLED LABOR FROM EASTERN EUROPE - At the end of last year, German Chancellor Angela Merkel said the German government announced it would ease labor restrictions for East European workers who are members of the European union in an attempt to fill critical shortages in certain sectors of the economy. German industry has longed complained about the lack of skilled labor, outdated training programs, high labor costs and declining birthrates. Merkel said this move would help Germany maintain its competitive edge despite intense competition from China.

EUROPEAN URGES U.S. TO STOP THE DOLLAR'S DECLINE - Jean-Claude Juncker, head of the finance ministers of the 13-country euro zone, criticized the perceived indifference by the U.S. trade and budget policies which most economists believe are contributing to the downward pressure on the U.S. dollar against most world currencies. While appearing to decrease the U.S. trade deficit, the decline in the dollar risks devaluing foreign investments in the U.S. economy. “Europe cannot be the area of the world's economy that will bear the consequences of other's inaction,” said Juncker.

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