

# PROACTIVE TECHNOLOGIES REPORTS



**Proactive Technologies, Inc.**

Human Resources Management for Tomorrow...Today!

Issue: June 2016

## Proactive Technologies News

### Eroding Organizational Capacity: The "Unstructured, Haphazard and Ad Hoc Task Training Effect"

by Dean Prigelmeier, President of Proactive Technologies, Inc.

If you work long enough for a variety of employers, there is one theme that seems to run common to all - the lack of structure to the all important job-based training that one would expect. Often we are shown our workstation, introduced to the area manager and then we wait for some guidance and training for what is expected of us. Sometimes we wait in vain. Sometimes we are subjected to bits and pieces of information and take it upon ourselves to make sense of them rather than wait.



None of our core skill bases and work-based task mastery history are, alone, sufficient enough to substitute for the need to know the best practices for performing the tasks for which the new employer hired us. If an employer hires a new employee not having a structure to quickly transfer job expertise from the incumbent experts to the new-hire, it is fair to say this runs counter to good business practices and economic principals. Yet unstructured, haphazard and ad hoc task training is the norm.

*"Only 17% of organizations said they had developed processes to capture institutional memory/organizational knowledge from employees close to retirement, while just 13% said they were providing training to upgrade the skills of older workers."*

IndustryWeek Magazine April 10, 2012 by Steve Minter

We all know that inaction to rectify this doesn't make sense, but many managers dismiss the concern and take comfort in group-thinking, "this phenomenon is the norm, why not apply my efforts elsewhere since I will not be judged on something that appears to others to be beyond my control." Some see a problem because this deficiency has become the norm. Others see it more critically as a threat to current and future organizational capacity and competitiveness and would be receptive to the following discussion. [Read More](#)



### Cross-Training Workers After Lean Efforts Builds Capacity Using Existing Staff

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

Lean activities to redesign processes for better efficiencies in a department, or between departments, sometimes result in "surplus" workers - partially or in whole units. It is the subjective priority of Lean practitioners since it is a tangible illustration of a successful Lean improvement. Processes that previously needed 3 people to complete may now only need two, if the

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## **Live Online Presentation Schedule**

If interested in attending one of the presentations below click on the date and fill in the "Contact Us" information specifying the date/time of choice. An invitation and link will be sent to you.

[Click here](#) for descriptions of the following, and additional, presentations.

### **FOR ANY EMPLOYER:**

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

[Monday June 27th, 2016 9:00 am MT \(9:00 am ET\)](#)

[Tuesday June 28th, 2016 1:00 pm MT \(3:00 pm ET\)Â](#)

[Thursday June 30th, 2016 9:00 am MT \(11:00 am ET\)](#)

### **FOR ANY EMPLOYER**

**PTI1002 - Building a Low-Cost, Highly Effective Worker Training System (45 minutes)**

[Monday June 27th, 2016 9:00 am MT \(11:00 am ET\)](#)

[Tuesday June 28th, 2016 9:00 am MT \(9:00 am ET\)](#)

[Thursday June 30th, 2016 1:00 pm MT \(3:00 pm ET\)](#)

### **FOR EDUCATION, WORKFORCE AND ECONOMIC DEVELOPMENT ORGANIZATIONS**

**PTI1005 - Adding Employer-Specific Structured OJT to Your Apprenticeships (45 minutes)**

[Monday June 27th, 2016 1:00 pm MT \(3:00 pm ET\)](#)

[Tuesday June 28th, 2016 9:00 am MT \(11:00 am ET\)](#)

[Thursday June 30th, 2016 9:00 am MT \(9:00 am ET\)](#)

efficiencies were discovered. So what happens to that one person that has valuable acquired expertise, representing a significant investment by the employer? Would the wise outcome of Lean efforts be to just cut that person from the lineup?

The short answer is most likely not. Any efficiencies and cost savings brought about by the Lean redesign would be offset by the loss of the expertise for which the investment has already been made. Most likely the reason for the Lean was not in reaction to no return on worker investment, but rather a desire to increase the return on worker investment.

If the worker is reassigned to another department, and no task-based training infrastructure is in place, that reassignment may lower the efficiencies there which, again, reduces the gains made by the Lean effort. So part of the Lean effort must be the deliberate cross-training of workers in temporary assignments or longer-term reassignments to other departments that seem to have the need for increased staffing, perhaps as a result of the increased throughput achieved from the Lean effort in the upstream department in the chain. [Read More](#)

## **Regional Workforce Development Partnerships That Enhance Economic Development Efforts**

*by Dean Prigelmeier, President of Proactive Technologies, Inc.*

Most area economic development goals are simple; expand the tax base so revenue is available to maintain and sustain the local socio-economic system. Strategies to accomplish this may differ but often include adding to the employment base of the community and/or region, since an effort to expand consumption - mandatory and discretionary - produces a "multiplier effect" as money circulates through the community. This goal can be reached by local and state governments offering tax abatements and cash or infrastructure improvements to companies seeking to relocate, or which are in an expansion mode. At least that was the simple vision of economists past.

It is fairly a proven fact, however, that in the past two decades the results of these tactics have become mixed as large corporations became larger and used their clout to seek incentives and cheap labor throughout the world. Commitments to local communities providing the incentives often evaporated faster than the ink on the documents dried, and corporations hopped from state to state, country to country, upsetting the stability of local tax bases, economies, communities and regions.

Economic development agencies and government leaders have always talked about helping locally grown enterprises which create an estimated 70-80% of the new jobs in the country. As they start, grow and expand they would hire more, provide more in taxes and be more likely to stay put. As large corporations gained more control of the policies and policy makers of the states and the federal government, the focus drifted away from local small and mid-size businesses and toward policies and strategies that helped large corporations at great expense. [Read More](#)

## **Vocational Training in High Schools - A Model the United States Should Revisit and a Lesson From the Past**

*by Dean Prigelmeier, President of Proactive Technologies, Inc.*

I know this dates me, but in high school in the 1970's I participated in a very good vocational electronics program. It was 2 ½ years in length and was conducted in addition to the traditional high school curriculum. I felt fortunate to attend and complete the program, as did my friends who were enrolled in electronics and the other craft training programs such as automotive, drafting (precursor to CAD-CAM), metalworking, welding and woodworking. Each one of us in the vocational electronics program went on to achieve higher degrees and/or successful careers after receiving our certificate of completion at graduation.

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*"...my point is this and begs the question every technical school graduate asks themselves even today, 'How can I be marginally or completely obsolete 2 weeks after graduation'*

To watch a video preview (approx 13 minutes), [click here](#).

If you do not see a date/time that fits your schedule, click [here](#) and fill in the "Contact Us" information specifying the date/time of choice you prefer and how many will be attending. An invitation and link will be sent to you.



## UPCOMING EVENTS

### Onsite and Group Presentations

**Onsite and group presentations are being scheduled for early July for the following states:**

**Florida**

**Kansas (Kansas City, Lawrence and Topeka)**

**Missouri (Kansas City and Columbia)**

**North Carolina (Ashland and Western Area)**

**Ohio (North-Central, Northeast and Eastern Area)**

**Pennsylvania (Pittsburgh and Western Area)**

**South Carolina (UpState and Charleston Area)**

**Watch your email inbox for dates if you live in these areas.**

**Contact Us** to express your interest in an onsite or group presentation.

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Looking back, I am still impressed with the quality of the program. It was closer in purpose as the [European style of education and apprenticeships](#). The electronics program was state-of-the-art along with the instructor's delivery of industry-relevant content supplemented by guest speakers from industry with current topics. Our high school vocational students, as with others in each state, even competed with community college students across their state to test our skills in Vocational Industrial Clubs of America ("VICA") competitions for the right to represent the state at the national competition. That is how good our high school vocational program was; comparable to community college levels of learning. Since prior to the advent of microprocessors technology advanced at a slower pace, the vocational electronics training programs at that time trained students for local jobs that were currently in industry very well, which was exactly their mission. [Read More](#)

## Industry News

### **Exxon Defects Confirmed in Steel**

#### **Forgings for Nuclear Reactors**

##### *Forging Magazine*



The French nuclear regulatory agency Autorité de Sécurité Nucléaire (ASN) has confirmed a discovery of safety-defects in about 400 forged parts produced since 1965 for nuclear reactors built by Areva. The agency narrowed its statement to indicate about 50 of the parts are installed in nuclear reactor plants operating in France. It did not comment on any forgings that may have been installed in reactors elsewhere.

France has 19 nuclear power plants that consist of 58 nuclear reactors, which supply an estimated 75% of the nation's electricity. Those plants are operated by a utility, Électricité de France (EDF), which is slated to take over the nuclear-reactor construction business that Areva developed.

[Read Article](#)

### **Ford in Talks to Begin Building Lincoln Models in China**

##### *IndustryWeek - Bloomberg*



Ford Motor Co., (IW 500/7), aiming to make China the top market for its Lincoln luxury line, is in talks with partner Changan Automobile Group about producing the brand's vehicles in Chongqing, according to people with knowledge of the matter.

Ford is considering a major manufacturing presence in the southwestern Chinese city that would serve the domestic market and be an Asian export base, said one of the people, who asked not to be named revealing internal deliberations. Output could begin as soon as 2018 if Lincoln continues strong growth in China, where it got off to a fast start last year, the person said. [Read Article](#)

### **First Passenger Flight for Bombardier's New Twin-Engine Jet**

##### American Machinist - Robert Brooks



Bombardier Commercial Aircraft's new CS100 twin-engine aircraft completed its first passenger flight, carrying 20 airline representatives from Dublin, Ireland, to Zurich, Switzerland - a distance of about 770 miles. The jet builder staged the flight for its first C Series aircraft at the close of last week's 2016 Annual General Meeting of the International Air Transport Association, in Dublin. Swiss International Air Lines, which has a hub at Zurich International Airport, will be the launch customers for the C Series aircraft later this year.

The flight carried senior executives of about 20 Star Alliance member airlines (Swiss Air is a Star Alliance member) among about 100 passengers, and was operated by six Bombardier crew members. [Read Article](#)

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## Raytheon Confirms \$1 Billion Cyber Deal After Protests

*IndustryWeek - Bloomberg*



The U.S. Department of Homeland Security has reaffirmed a \$1 billion contract won by Raytheon Co. to protect the networks of dozens of federal agencies from cyber threats over protests by competitors.

Raytheon was picked in September as the prime contractor and systems integrator for the department's Network Security Deployment division, which oversees cybersecurity for more than 100 federal civilian agencies.

After completing "corrective actions" following questions from the Government Accountability Office, Homeland Security last week reaffirmed Raytheon as its pick, according to Jack Harrington, vice president for cybersecurity and special missions at Raytheon Intelligence, Information and Services. [Read Article](#)

## Airbus Introduces 3D-Printed Mini Aircraft

*Agence France-Presse*



BERLIN - Dwarfed by huge jets all around, the mini-plane Thor - the world's first 3D-printed aircraft - was nonetheless an eye-catcher at the Berlin air show.

Windowless, weighing in at just 46 pounds and measuring less than 13 feet long, the drone Thor, short for "Test of High-tech Objectives in Reality," resembles a large, white model airplane. Yet to the European aerospace giant Airbus, the small pilotless propeller aircraft is a pioneer that offers a taste of things to come - an aviation future when 3D-printing technology promises to save time, fuel and money. [Read Article](#)

## Will New Balance Win Marathon Debate to Outfit US Soldiers?

*IndustryWeek - Bloomberg*



New Balance Athletic Shoe Inc. is close to winning an almost decade-long marathon: A buy-American provision in the massive defense policy bill the Senate will debate this week could force the Pentagon to purchase the company's sneakers for new military recruits.

Currently, the Pentagon issues about \$15 million in vouchers a year, covering 225,000 to 250,000 pairs of athletic shoes, New Balance estimates. If the provision survives in the final version of the fiscal 2017 defense authorization bill and recruits are required to wear American-made apparel, the vouchers could no longer be used for shoes made overseas by Nike Inc. and other companies. [Read Article](#)

## Financial News

### How Wall Street is Choking Our Economy and How to Fix It

*Time Magazine - Rana Foroohar, Assistant Managing Editor in Charge of Economics and Business*

A couple of weeks ago, a poll conducted by the Harvard Institute of Politics found something startling: only 19% of Americans ages 18 to 29 identified themselves as "capitalists." In the richest and most market-oriented country in the world, only 42% of that group said they "supported capitalism." The numbers were higher among older people; still, only 26% considered themselves capitalists. A little over half supported the system as a whole.

This represents more than just millennials not minding the label "socialist" or disaffected middle-aged Americans tiring of an anemic recovery. This is a majority of citizens being

uncomfortable with the country's economic foundation-a system that over hundreds of years turned a fledgling society of farmers and prospectors into the most prosperous nation in human history. To be sure, polls measure feelings, not hard market data. But public sentiment reflects day-to-day economic reality. And the data (more on that later) shows Americans have plenty of concrete reasons to question their system. [Read Article](#)

## PBGC Proposes Rule to Facilitate Mergers of Multiemployer Pension Plans

*Pension Benefit Guaranty Corporation*



WASHINGTON - The Pension Benefit Guaranty Corporation (PBGC) is proposing a rule to facilitate mergers of multiemployer pension plans. Mergers are a way some plans can preserve and protect the benefits earned by workers and retirees.

The proposed rule will be published in the Federal Register on Monday. It implements changes under the Multiemployer Pension Reform Act of 2014 (MPRA). PBGC has authority to facilitate plan mergers by providing technical assistance, or financial assistance if necessary to avoid plan insolvency.

"Plan mergers can make multiemployer pensions more stable and secure," said PBGC Director Tom Reeder. "PBGC can help save troubled multiemployer plans before they fail. That helps plan participants and reduces the long-term costs of the pension insurance program." Mergers can stabilize or increase the base of contributing employers, combine plan assets for more efficient investing, and reduce plan administrative costs. [Read Article](#)

## The Technology Tipping Point

*Business Finance Magazine - Karen dela Torre, Oracle*



Over the years, the convergence of emerging technologies has culminated in a few notable tipping points that have propelled financial analysis into the next era of insight and efficiency. The transition from punch cards to disk and magnetic tape in the 1970s took data storage processing out of human hands and into the digital realm. In the 1990s, widespread adoption of the Internet brought unprecedented insight and collaborative potential to financial analysts everywhere.

Today, the maturation of Big Data analytics, cloud, mobile and social media has led us to a new tipping point at which businesses must reevaluate their digital strategies. With these technologies in place, modern businesses can automate many of their traditional processes and develop new analytical capabilities that will help them secure their positions as market leaders in the digital era. [Read Article](#)

## Does the Cloud Make Sense for Your Business?

*Business Finance Magazine - John Kennedy*



While there are benefits to the cloud, such as lower cost of ownership, reduced IT requirements and ease of implementation, contrary to the market hype, the cloud is not always for everyone or every application.

By now, you have likely heard the ubiquitous yet nebulous term "in the cloud," an umbrella term for a wide range of technologies available online. While there are certainly benefits to the cloud, such as lower cost of ownership, reduced IT requirements and ease of implementation, contrary to the market hype, the cloud is not always for everyone or every application.

them finish their long to-do list, they simply need a way to quickly determine which is better: on-premise or cloud? Unfortunately, the answer is: it depends. And it's often not so much a tax department question as functionality may be exactly the same, whether the application is within your IT firewalls or on the cloud. In such instances, it may often be internal IT resources that voice the stronger opinion. [Read Article](#)

## International News

### Automakers Rush to Feed China's SUV, Luxury Hunger

*IndustryWeek - Wards Auto*



BEIJING - There is a lot of commotion these days surrounding China's auto market and its future in a slowing economy. But the mood at last month's Beijing auto show was upbeat. Automakers remain confident there are plenty of sales to be had there.

"Despite all the headlines about the turmoil, the market continues to grow, and grow fast," Lars Danielsson, senior vice president-Asia-Pacific for Volvo Cars tells WardsAuto. [Read Article](#)

### India's Mini-Shuttle Blasts Into Musk's Race for Space

*Bloomberg*



India successfully launched a scale model of a reusable spacecraft on Monday, a project that in time could pit the nation against billionaires Jeff Bezos and Elon Musk in the race to make access to space cheaper and easier.

The winged vessel, one-fifth of full size, blasted off on a rocket from Sriharikota base on the southeastern coast, the Indian Space Research Organisation said. The spacecraft reached an altitude of about 40 miles and glided back at supersonic speeds for a splashdown in the Bay of Bengal. The test took about 13 minutes. [Read Article](#)

### Chinese Investors to Build Industrial City in Oman

*Agence France-Presse*



MASCATE, Oman-Chinese investors signed a deal Monday with Oman's government to build an industrial city, including an oil refinery, in the southern port town of Duqm, a joint statement said. The deal would pave the way for investments worth \$10.7 billion by 2022 to finance industrial projects in Duqm, on the Arabian Sea, which Oman is developing in a bid to diversify revenues beyond oil, it said.

The industrial zone would include a refinery with a production capacity of 230,000 barrels per day, a complex for petrochemical industries, cement and automobile assembly plants, and a solar power generation facility among other investments. [Read Article](#)

### New Auto-Supply Park to Open in South Africa in 2018

*Bloomberg*



As part of its effort to increase investment in local-parts production, South Africa plans to start developing a 11.5 billion rand (US\$735 million) automotive-supply park south of Durban, its third-largest city.

The eastern Kwa-Zulu Natal province last week bought 1,000 hectares (2,470 acres) of farmland for the project and it will target suppliers including ones already working with vehicle manufacturers in the country, Mike Mabuyakhulu, the provincial head of economic development, said Tuesday at an event at Toyota Motor Corp.'s plant, also south of Durban. [Read Article](#)

## **Chiquita Executives Must Face Claims Over Colombian Torture**

*Bloomberg*

Executives at Chiquita Brands International Inc., the banana label owner that pleaded guilty in 2007 to making payments to Colombian paramilitary groups, were ordered to face U.S. lawsuits claiming they played a role in the torture or killings of thousands of Colombians.

Relatives of victims can pursue their claims under the Torture Victim Protection Act, a federal judge in West Palm Beach, Florida, ruled. The families claim Chiquita paid \$1.7 million to the United Self Defense Forces of Colombia, or AUC, to quell labor unrest and prevent leftist sympathizers from infiltrating banana-plantation unions. [Read Article](#)



Chiquita Brands

## **International Trade**

### **USITC Report Reveals TPP Will Shrink US Manufacturing**

*IndustryWeek - Michele Nash-Hoff President, ElectroFab Sales*



On May 18, 2016, the U.S. International Trade Commission (USITC) released its report, "Trans-Pacific Partnership Agreement: Likely Impact on the U.S. Economy and on Specific Industry Sectors," relative to the agreement that President Obama signed in February with Australia, Brunei Darussalam, Canada, Chile, Japan, Malaysia, Mexico, New Zealand, Peru, Singapore, and Vietnam.

The USITC analysis concedes that the TPP will cause manufacturing to shrink in terms of employment, output and share of the U.S. economy. Our manufacturing trade deficit will become worse. [Read Article](#)

### **Reshoring has Become an Economic Development Strategy**

*IndustryWeek - Michele Nash-Hoff President, ElectroFab Sales*

As a result of my writing and speaking about returning manufacturing to America through reshoring, I recently received information from the International Economic Development Council (IEDC) inviting me to educate my audience on the findings of their research and the tools and resources available when manufacturers are considering reshoring.

The IEDC is a non-profit membership organization serving economic developers with more than 4,700 members. Their mission as economic developers is to "promote economic well-being and quality of life for their communities, by creating, retaining and expanding jobs that facilitate growth, enhance wealth and provide a stable tax base." [Read Article](#)

### **Why Should Companies Consider Producing and Sourcing More Products in the US?**

*IndustryWeek - Harry Moser, Founder, Reshoring Initiative*



It makes good economic sense to produce and source products and components in the market in which they are going to be consumed. Localization, producing near the consumer, often reduces total cost due to shortening supply chains and contributing to a lean and agile strategy. The savings on non-manufacturing costs as a result of producing in the market in which the products will be sold can often overcome a 15-20% manufacturing cost gap caused by an 80% wage gap.

Localization, an approach that is used by large firms such as Caterpillar, is driving companies to reevaluate offshoring. U.S. manufacturing is becoming increasingly attractive to U.S. and foreign companies. Rapidly increasing emerging market wage rates, low U.S. energy costs,

productivity gains, and recognition of the economic benefits of manufacturing closer to customers are reasons for shifting perspectives and for the growth of the reshoring trend. [Read Article](#)



## EU Trade Ministers Review Next Steps for US, Canada Pacts

*International Centre for Trade and Sustainable Development*

The European Commission has confirmed plans to submit a proposal to the European Council in June for signing the 28-nation bloc's trade deal with Canada, amid continued questions over the pact's potential fate in the ratification stages.

The news came as part of a meeting of trade ministers from the EU's 28 member states. The Brussels gathering also saw ministers - meeting under the European Council - discuss next steps for the bloc's trade deals with the US, including a new sustainability impact assessment. Canada "mixed deal"?

The EU and Canada completed negotiations for a bilateral trade deal - known as the Comprehensive Economic and Trade Agreement, or CETA - in 2014, following six years of talks. [Read Article](#)

## World Customs Organization (WCO) Knowledge Academy for Customs and Trade



*Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH*  
You can register now for the 6th World Customs Organization (WCO) Knowledge Academy for Customs and Trade, which will be held from 26 June to 6 July in Brussels. This year's Programme includes two learning tracks focused on the WCO's principal areas of work, namely Tariff and Trade Affairs (Harmonized System, Rules of Origin and Customs Valuation) as well as Compliance and Facilitation (Trade Facilitation Agreement, WCO Data Model, and SAFE/AEO). The Academy Programme will bring together over 30 prominent speakers, trainers and facilitators from different spheres, who will share their experience and best practice in their own field of competence. [Read Article](#)

## Education, Training & Organizational Development News

### A Strategy to Capture Tribal Knowledge

*IndustryWeek - Michael Collins*

Some experts estimate that 25% of the 12 million manufacturing employees now working in the U.S. are 55 years of age or older. Replacing these people when they retire is a big problem for manufacturers because they are the most experienced and skilled people working in a manufacturing plant-and the knowledge base they've built over decades will go with them when they retire.



In many industries, a good deal of the knowledge about products, processes and customers is not written down-it is in the workers' heads. I call this information "tribal knowledge," and it is not only more important than most corporations will admit, it is also a driving force behind innovation; is critical to the company's competitive advantage; and is the basis of the training a retiree's replacement. [Read Article](#)

### Outward Signs of Unstable Process Flow

*IndustryWeek*

Most facilities that fail in lean implementations have weak quality systems.

More specifically, they have failed to create stable process flow.



If you have some or even one of these issues, you will have trouble, big trouble, with a lean implementation. And likely, very likely, the root cause of these issues lies in this same basic failing -- not achieving stable flow at takt. [Read Article](#)

## Bringing Marginalized Employees Back into the Fold

*IndustryWeek*



After a lifetime of working with all kinds of leaders in the armed forces, health care and agriculture, I've learned a lot about what good - and not so good - leaders look like. In fact, I've written three books on the topic, including my most recent, *Truth, Trust + Tenacity: How Ordinary People Become Extraordinary Leaders*.

One of the common themes through all of my experiences, and in all of my books, is that the most successful organizations, what I call "winning organizations," do not marginalize employees.

By marginalize, I mean the treatment of hardworking employees who aren't being encouraged to advance, aren't being mentored or counseled to better position themselves within the organization, are taken for granted because they are dependable and productive, or are being overlooked because others are receiving preferential treatment.

What happens when someone feels marginalized? [Read Article](#)

## How Many Times Has Your Company Started (and Stopped) Implementing Lean?

*IndustryWeek*



Most people would agree that the right culture and leadership are imperative to having a successful, sustainable improvement effort. However, culture and leadership are not static. They are constantly in flux, which means that if you are currently working in a terrible culture under managers who use fear and threats to get things done, there is hope that things will change for the better. For example, one company I worked with had such a divisive culture, a stack of grievances were written by the employees every week. Two years later, after much focus and change (training for all employees, reorganizing the departments to become more process focused, changing metrics, use of teams, etc.), this same company had only one grievance written for the entire year. [Read Article](#)

## What Manufacturing Workers Want, Part 4

*IndustryWeek - Keith Wisner Vice President, Supply Chain Analytics, EmployBridge*



Five fundamental tactics for recruiting and retaining a productive engaged manufacturing workforce.

OK, let's review what was covered so far in our series of articles on the ResourceMFG Manufacturing Employee Opinion Survey.

Ready?

\* Pay is most important to manufacturing workers [Read Article](#)

## Need Skilled Workers? Start Your Own University

*IndustryWeek - Laura Putre*



DeWys Manufacturing in Marne, Mich., has historically struggled to find skilled workers to fill openings for welders, machinists, and press brake operators. Part of the problem is that the

family-owned metal fabrication company is small and lacks instant name recognition, and part is that it's located in Marne, Mich., an unincorporated community of about 3,000 just far enough away from Grand Rapids to make it inconvenient to get to. A job fair the company put on in 2011, blaring trumpets with radio and newspaper advertising, was a bust. Fourteen people showed up. Only one met the standards for a formal interview, and he didn't get the job.

That's when the conversation shifted to "we need to do something different," says Laura Elsner, DeWys' workforce development/human resources manager. "Let's create the training programs and find the right people."

[Read Article](#)

## State Budget Crisis Clouds Manufacturing Education at Community Colleges



*Community College Daily - Harvard Zhang*

The state's financial crisis is undermining community college efforts to equip Illinoisans, particularly from low-income families, with high-tech manufacturing skills at a time when manufacturing jobs are again on the rise after a decade-long decline.

Manufacturing departments at some community colleges shortchanged by the budget-less state of Illinois have been tightening their belts by scaling back equipment procurement for education purposes or offering fewer openings to educate future highly-skilled workers sought after by employers facing a talent shortfall.

"Community college graduates is a major contributor to a higher-skilled workforce in the industry," said Jim Nelson, vice president of the Illinois Manufacturers' Association, which represents 4,000 companies and plants in the state. "I can virtually guarantee that anybody that goes through a community college training program and earns the industry credentials can go to work immediately." [Read Article](#)

## Environmental, Health & Safety News

### You Are a Workplace Safety Rockstar: A Supervisor's Guide to Taking Safety to the Next Level

*EHS Today*



It's time to improve your workplace safety program. Federal OSHA just announced the sweeping new requirement that, beginning in 2017, many employers must electronically provide to the agency the details concerning the workplace injuries and illnesses kept on their 300 logs. OSHA then will make this material available for public viewing on its web site ([read more here](#)).

With unrestricted access to this information, your current and potential customers, vendors and clients will have a comprehensive view of your safety program. If what they see is a poor safety record replete with significant injuries and illnesses, you may lose business opportunities.

[Read Article](#)

### OSHA Greatly Increases Workplace Injury Reporting Requirements

*EHS Today*



The U.S. Department of Labor's Occupational Safety and Health Administration (OSHA) issued a final rule on May 11 that greatly enhances injury and illness data collection from employers. The new rule will require many employers to electronically submit information about workplace injuries and illnesses to the government, and OSHA has announced it intends to post this data on its public web site.

#### **Details Of Finalized Rule: Who, What and When**

Under the final rule, OSHA has revised its requirements for recording and submitting records of work-based injuries and illnesses. Once the new rule takes effect, you will be required to electronically submit the recorded information for posting on the OSHA web site. Establishments with 250 or more employees that are currently required to keep OSHA injury and illness records must electronically submit information from the OSHA 300 Logs, the 300A Summaries and the 301 Injury and Illness Incident Reports to the agency. [Read Article](#)

#### **Special vs. Common Causation**

*EHS Today - Terry Mathis, founder and CEO of ProAct Safety*

W. Edwards Deming, one of the fathers of manufacturing quality control, explained the difference between special causes and common causes. He was speaking of the causes of defects in manufacturing processes.

He explained that sometimes someone does something obviously wrong, a machine malfunctions or raw material has an obvious flaw. When such an event causes a defect in manufacturing, that defect has a special cause. However, sometimes everyone performs normally, machines function as usual, raw materials meet specs and still a defect happens.

Such defects, according to Deming, have common causes. In other words, the cause of the defect is common to the process. It is built in and does not require outside intervention to make it happen. According to Deming, such defects may not happen frequently, and often may not be accurately assessed or diagnosed. [Read Article](#)

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