



Proactive Technologies News

Extreme "Bumping" - A Powerful Lesson Supporting the Value of Cross-Training From a Union Shop

by Dean Prigelmeier, President of Proactive Technologies, Inc.



A challenge for union shops in this age of "higher-than-normal" labor turnover - through voluntary and encouraged retirements, reactions to economic events, corporate strategies to lower labor costs, etc. - is "bumping rights." Whenever an employee with seniority departs the organization for any reason, a posting goes up and lesser senior employees can bid on that position if posted for bidding and kept open. If the hiring ends up being internal, several people can change seats to fill the open and subsequently opened up positions, until everyone is seated once again.

The very positive aspect of this labor contract provision is the opportunities for cross-training presented to the employees, and employer for that matter. Although it may be a little frightening for less senior people who, through the early years, get bumped rather than do the bumping, it provides hope to newer and younger workers seeking to move-up from entry-level and a chance to experience more challenging and interesting job classifications. The skill cross-training it provides facilitates continuous development opportunities to the employee that they might not have in a non-union shop -at least to that degree.

One challenge it presents to the employer is the potential for loss of capacity in all departments affected by the bumping chain. Accumulated expertise becomes mobile and less valuable if not positioned to perform the work for which the expertise applies. Capacity is lost from both the job the employee departs and the one they are moving to fill. How much capacity is lost in each case, and for how long, is determined by whether there is an infrastructure to train workers quickly. In non-union shops that do not have a task-based training infrastructure, this potential risk is mitigated by limiting the movement of workers who have demonstrated high level work performance in one area from moving to another job classification - laterally or vertically - for fear of the repercussions of replacing them.

One extreme case of bumping we experienced was at a firm, with a union, for which **Proactive Technologies, Inc.** has provided technical consulting for the last 16 years. The company's initial concern in 2000 was that 40% of their manufacturing employees were scheduled to retire in the next two years; 80% over the next 8 years. [Read More](#)

Proactive Technologies' Publications Archive

View past newsletter articles and more in the [Proactive Technologies Inc. News & Publications](#).

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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)

[Thursday October 6th, 2016](#)

[7:00 am MT \(9:00 am ET\)](#)

[Friday October 7th, 2016](#)

[1:00 pm MT \(3:00 pm ET\)](#)

[Monday October 10th, 2016](#)

[9:00 am MT \(11:00 am ET\)](#)

FOR ANY EMPLOYER

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

[Thursday October 6th, 2016](#)

[9:00 am MT \(11:00 am ET\)](#)

[Friday October 7th, 2016](#)

[7:00 am MT \(9:00 am ET\)](#)

[Monday October 10th, 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)

[Thursday October 6th, 2016](#)

[1:00 pm MT \(3:00 pm ET\)](#)

[Friday October 7th, 2016](#)

Thinking Past the Assessment:

Unfinished Goals and

Unrealized Expectations

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



Literally speaking, an "assessment" is the process of measuring the value, quality and/or quantity of something. There are [many types of assessments](#), and methods for assessing. In theory, it is the process of evaluating one thing against a set of criteria to determine the match/mismatch.

There are assessments for risk, for taxes, vulnerability. There are psychological, health, and political assessments. There is a group of educational assessments that measure a variety of outcomes such as educational attainment - assessments of course content mastery, assessment of grade level attainment, assessments of Scholastic Aptitude Tests ("SAT") that compare a student to their peers nationally and a variety of college readiness exams.

Determining that you, indeed, hired the right person for the job will not automatically ensure the person is successful in learning and mastering the job. The most important step in the employment process is seeing to it that the individual's core knowledge, skills and abilities are applied in learning and mastering the tasks which they were hired to perform. That is where the money is made.

Educational assessments have been adapted for use in workforce development and employment, used to assess a prospective employee's suitability for a job opening. They often measure more of what, if anything, a student learned and retained before graduating than how they match the employer's actual job opening. Psychological assessments have been adapted to measure a prospective employee's socialability to the workplace, morphing into a new category called "[psychometric assessments](#)."

We have seen a growth in the employment assessment industry over the past 2 decades - particularly after 9-11. There are assessments for cognitive tests, physical abilities, "trustworthiness," credit history, personality, criminal background and more. When used improperly, the methods have been challenged in court for their appropriateness and intent.

An assessment is a "test," and has been held as such by court rulings over the years. The instrument determines a positive or negative outcome for the employee or prospective employee. The court has ruled, in many cases referring to the [Equal Employment Opportunity Commission's Uniform Guidelines for Employee Selection Procedures](#), that anything used to evaluate a prospective employee's access to employment, or an existing employee's retention, promotion and movement within a job, must meet certain standards to be legally valid. [Read More](#)

The Movement to Clear "Dead Wood" From Payroll - Is This a Good Idea?

by Dean Prigelmeier, President, Proactive Technologies, Inc.

It sounds smart, practical and indicative of effective management. Who wants "dead wood" unless you are camping and need kindling? But it is easy these days to pick a target, whether facts support your position or not, and demonize it to rally support for its eradication - often unwittingly supported by the people it will most detrimentally affect.

[9:00 am MT \(11:00 am ET\)](#)

[Monday October 10th 2016](#)

[7:00 am MT \(9:00 am ET\)](#)

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 **October** for the following states:

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)

September schedule includes Minnesota, North Dakota, South Dakota and Wyoming

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

[Contact Us](#) to express your interest in an onsite or group presentation.

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

Like most oversold management theories that appear and then disappear once the collateral damage is discovered, this one too seems to have that trajectory - probably not before it ravages the capacity of companies that are running well but on which "cost cutting at any cost" measures are imposed.

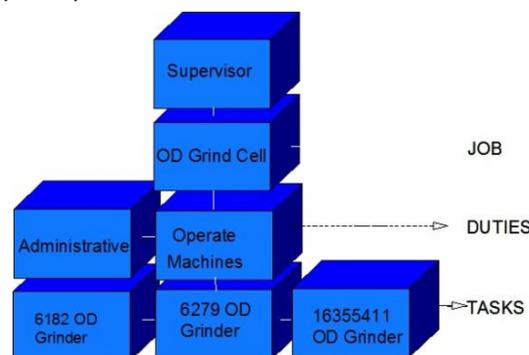
The practice may be incredibly risky to the long-term health of the operation. In the August 22nd, 2016 Wall Street Journal article entitled '[Nowhere to Hide for "Dead Wood" Workers](#)' by Lauren Weber, the author detailed the story of Kimberly-Clark's aggressive approach to clearing out the dead wood. Gone are the days of "coddling" employees who are "under-performing." Gone are the days when an employer's loyalty to the worker was reciprocated with loyalty to the corporation. Survival of the fittest is the driving culture for these corporations that have embraced "[Performance Management](#)." [Read More](#)

Structured On-The-Job Training for Non-Manufacturing Job Classifications

Dean Prigelmeier, President of Proactive Technologies, Inc.

Although the [PROTECH© system of managed human resource development](#) was designed for manufacturing and there has extensively proven its effectiveness, the approach is just as effective for jobs in any industry, and level of the organization. Proactive Technologies, Inc.'s job/task analysis methodology is rooted in those used by the U. S. Departments of Defense and Energy - modified for use in the private-sector world with private-sector budgets and time constraints. The development and use of the job data is based on those practices that seemed to be working in human resource management, human resource development, technical writing, quality control and workforce development - modernized to an ever-changing and challenging world.

When it comes to the analysis of the job, which is the center of all instruments and activities developed from it, the common factor of all work is that it can be defined in discrete units called "tasks." Nobody is ever hired and expected to be very knowledgeable about a subject, or be very aware, or be strong. These attributes do not become useful until applied in the performance of a meaningful recognizable unit of work. If correct performance of the task, the "best practice," requires these attributes as either a necessary to learning to perform the task or needed in the performance of the task, they become prerequisite, but not the outcome.



Every job classification can be broken into its duties (groups of related tasks), tasks and subtasks. That is where performance is measured and it should be the outcome that is detected and improved. There are individuals who cannot conceptualize this relationship and say something like, "my job is too complicated, it cannot be defined because I am asked to do so many things." Once they are walked through how they think their way through

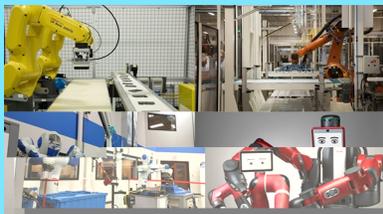


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a series of steps to get to an outcome, they are usually converted. If the analyst cannot get a handle on a job classification, perhaps there really isn't an underlying job. [Read More](#)

Industry News

Canadian Autoworkers Threaten Strike

Agence France-Presse

MONTREAL - Canadian autoworkers have voted unanimously to authorize a strike if contract talks with the big three U.S. automakers do not lead to new investments in Canadian assembly plants.



Unifor, which represents the 23,000 Canadian autoworkers who work for Ford, Fiat Chrysler and General Motors, set a September 19 strike deadline after the near-unanimous backing Sunday for a strike if the automakers don't meet their demands.

[Read Article](#)

Lockheed's F-35 Still Falls Short, Pentagon's Tester Says

Bloomberg

A week after the Air Force declared its version of Lockheed Martin Corp.'s F-35 jet ready for limited combat operations, the Pentagon's top tester warned that the U.S. military's costliest weapons program is still riddled with deficiencies.



"In fact the program is actually not on a path toward success but instead on a path toward failing to deliver" the aircraft's full capabilities, "for which the Department is paying almost \$400 billion by the scheduled end" of its development in 2018, Michael Gilmore, the Defense Department's director of operational testing, said in an Aug. 9 memo obtained by Bloomberg News. [Read Article](#)

Toledo Lands New Jeep Components Plant

IndustryWeek

Automotive suppliers Detroit Manufacturing Systems and Faurecia broke ground Wednesday in Toledo on a new factory to assemble and sequence components for the 2018 Jeep Wrangler.

Construction is expected to be complete by February 2017.

DMS representatives said they expected to hire 140 people for the plant by summer 2017, and possibly 100 more within the plant's first three years of operation. [Read Article](#)



GE Breaks Ground On Ontario Engine Facility

IndustryWeek - Matt LaWell

General Electric is officially headed across the border with a move that delivers a shot in the arm to manufacturing in Ontario and a major blow to Wisconsin and the Export-Import Bank.



GE announced Friday morning that it will break ground on a new Brilliant Factory in Welland, Ontario, almost one year after news broke that the industrial giant would close its engine factory in Waukesha, Wisconsin. GE blamed Congress at the time for failing to reauthorize the Export-Import Bank. [Read Article](#)



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Companies Bringing Manufacturing Jobs Back to US

IndustryWeek - Adrienne Selko

From Jan, 2010 until July 2016 the Reshoring Initiative estimates that 265,000 jobs have come back to the United States from abroad.

The Reshoring Initiative's 2015 Reshoring Report found that the reasons companies gave for coming back to the U.S. included:
 Government incentives
 Ecosystems/localization
 Proximity to customers
 Skilled workforce

At the same time, companies cited lower quality, supply interruption (this category had the largest increase from last year), high freight costs and delivery as leading problems offshore. Cumulatively, rising wages and total cost have been major drivers in reshoring decisions. [Read Article](#)



Pizza Delivery Drones: Turns Out, Pigs Are Flying (Sort Of)

Bloomberg

Up in the sky! It's a bird! It's a plane! It's a ... pizza?

Domino's Pizza Enterprises Ltd. has joined forces with U.S.-based self-proclaimed "flying robot" operator Flirtey for the world's first commercial drone pizza delivery, the fast-food company said Thursday. Domino's will start testing the service in New Zealand later this year and is also looking at using drones in Australia, Belgium, France, the Netherlands, Japan and Germany. [Read Article](#)



Fanuc President Says There's Such a Thing as Too Much Profit

Bloomberg

Fanuc Corp., the Japanese robot maker whose profit margins once exceeded 40%, may be in for leaner times, according to its new president, Kenji Yamaguchi.

The same day in late April that Yamaguchi was named as the right-hand man to Fanuc's CEO, Yoshiharu Inaba, the company forecast profit would fall by almost half. The shares slid 13% over the next two trading days. [Read Article](#)



Bosch Allegedly Sought VW Legal Cover for Defeat Device

Bloomberg

Robert Bosch GmbH asked Volkswagen AG (IW 1000/8) eight years ago to indemnify it for using the emissions-cheating defeat device the supplier helped the automaker create for its diesel engines, U.S. car owners said in a new version of their lawsuit against both companies.

Bosch is accused in the lawsuit of conspiring with VW to develop technology that enabled diesel vehicles to evade pollution-control tests. After seeking legal protection from VW for its use of the device in the U.S., the German auto-parts supplier continued to participate in the conspiracy to hide the cheating from regulators, car owners said in a court filing citing a 2008 letter from Bosch to VW. [Read Article](#)



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'Extending Payment Terms' Is Just Another Term for Pilfering

IndustryWeek - Paul Ericksen

A couple of weeks ago I read in

IndustryWeek about an original equipment manufacturer (OEM)- one of the largest corporations in the world and one whom everyone will have heard of-that was changing its supplier payment terms from 30-days to as many as 120-days. This news didn't come from the OEM itself but from one of its large Tier 1 suppliers. The CEO of that Tier 1 basically said "no go" and that he expected all customers to live up to their contractual agreements which, in this case, specified 30-day payments. Good luck with that!



This whole topic may seem a bit out-of-touch to those not involved in supply chains. After all, when everyday people put off paying for things they've purchased, it is considered debt which they incur finance charges on, i.e., pay interest. OEMs who delay supplier payments generally don't pay interest-they just pay late. And they don't allow suppliers to add pricing surcharges to compensate for the delayed compensation, either. How can this be? [Read Article](#)

Apple to Face Billions in Irish Tax Case Arrears

Bloomberg

Apple Inc. (IW 500/2) is facing a potential tax bill running into billions of euros, with the European Union poised to release a finding into its dealings in Ireland as soon as August 30, according to people familiar with the situation.



The European Commission decision is expected to say Ireland provided the iPhone maker with illegal aid through a sweetheart deal in return for creating jobs in the nation, the people said on condition of anonymity because the details are confidential. Ireland has vowed to fight any adverse finding. [Read Article](#)

AstraZeneca to Pay \$5 Million over China, Russia Bribes

Agence France-Presse

British drugmaker AstraZeneca (IW 1000/154) has agreed to pay more than \$5 million to settle allegations that it broke U.S. anti-corruption laws in China and Russia.



The Securities and Exchange Commission said late Tuesday that in China, employees of an AstraZeneca subsidiary offered cash and gifts to health care officials to encourage them to buy AstraZeneca drugs or reduce pending financial sanctions. [Read Article](#)

Is Focus on Shareholder Value Killing Manufacturing?

IndustryWeek - by Michael Collins, President, MPC Consulting

There was a time when employee layoffs were considered a last resort during an economic downturn. Instead, corporations placed a high value on retaining highly skilled employees who are the key to continuous growth. But times have changed. Today layoffs have become a standard tool of doing business.



Prior to 1980, American corporations made an attempt to balance the needs of all stakeholders including employees, customers, shareholders, suppliers and management. They viewed each of these groups as essential to their success. Back then, IBM Corp. (IW500/12) Chairman Thomas Watson Jr. spoke often of balancing the company's interests. He published

a seminal document in 1963 that emphasized three beliefs: "The most important was respect for the individual employee, the second was a commitment to customer service, and the thirds was achieving excellence." [Read Article](#)

Fighting Fraud 101: Smart Tips for Investors

US Securities & Exchange Commission - FINRA

Scam artists often target Americans nearing, or in, retirement. The typical fraud victim is college-educated and financially savvy. This booklet will help you learn the psychology of a scam, and how to protect yourself. [Read Pamphlet](#)



International News

Ohio Aluminum Company Aleris Acquired by Chinese Giant Affiliate

IndustryWeek - Matt LaWell

A Chinese aluminum extrusions company acquired Aleris Corp. on Monday, a move the Ohio-based aluminum products producer said it hopes will accelerate its expansion for the global automotive and aerospace markets.



Zhongwang USA LLC, owned by parent China Zhongwang Holdings Limited, acquired Aleris for \$1.11 billion in cash, in addition to \$1.22 billion in net debt. The deal is expected to close in the first quarter of 2017. Oaktree Capital Management had owned Aleris since 2010, with two other companies holding minority interests. [Read Article](#)

China's New Multi-Billion Dollar Aero-engine Group Open for Business

Agence France-Presse

As Beijing seeks to become an aerospace power and compete with the likes of Rolls Royce and General Electric, it officially launched a new multi-billion dollar jet engine conglomerate with almost 100,000 employees.

The Aero Engine Corporation of China (AECC) has registered capital of 50 billion yuan (US\$7.5 billion), and previous reports said it would incorporate subsidiaries of a series of state-owned firms, including the Aviation Industrial Corp. of China (AVIC).

[Read Article](#)



China Makes Biggest South Africa Car Plant Investment in 40 Years

Bloomberg

A Chinese state-owned car manufacturing company plans to build a new auto plant in South Africa with capacity to produce 100,000 units a year, an investment it will use to distribute vehicles both domestically and to the rest of the continent.



The Beijing Automotive International Corp. will start construction on the facility in the southern coast city of Port Elizabeth in December and aims to complete the building by the first quarter of 2018, the company said on Tuesday in a joint statement with the Industrial Development Corp., its local state-owned partner. The size of the investment is 11 billion rand (US\$764 million), the Department of Trade and Industry said earlier this month.

[Read Article](#)

Samsung to Build Electric Car Battery Plant in Hungary

Agence France-Presse

Battery maker Samsung SDI said on August 30 that it will build an electric car battery plant in Hungary as it expects "explosive growth" in the sales of electric vehicles on the continent.



The firm, an affiliate of the world's top smartphone maker Samsung Electronics, counts BMW, Volkswagen, Jaguar, and Land Rover among its European clients. [Read Article](#)

Brazil President Dilma Rousseff Removed From Office by Senate

BBC

Brazil's Senate has voted to remove President Dilma Rousseff from office for manipulating the budget.

It puts an end to the 13 years in power of her left-wing Workers' Party. Ms Rousseff had denied the charges.

Sixty-one senators voted in favour of her dismissal and 20 against, meeting the two-thirds majority needed to remove her from the presidency. [Read Article](#)



Mexico's National Anti-corruption System - Statement From OECD Secretary-General Angel Gurría

OECD

The OECD welcomes the laws of the National Anti-corruption System that were approved by the Parliament on June 16, 2016 and enacted on July 18, 2016, clearing the way for one of the key pillars of Mexico's structural reform agenda. The promulgation of these laws substantially transforms the anti-corruption architecture of Mexico by putting in place measures that the OECD considers effective. [Read Article](#)



International Trade News

German Official Says U.S.-Europe Trade Talks Have Collapsed, Blames Washington

NPR

Talks aimed at setting up a U.S.-European free trade zone have run aground because of intransigence on Washington's part, a top German politician said Sunday.



"In my opinion the negotiations with the United States have de facto failed even though nobody is really admitting it," said Sigmar Gabriel, German vice chancellor and economy minister, in an interview with the broadcaster ZDF on Sunday. [Read Article](#)

Connecting Africa to Global Economy Spurs Growth - Study

tralec

Africa's economic prospects in the face of declining commodity prices largely depend on its level of openness and integration with the rest of the world through trade and investment, according to a new study.



A study by Visa sub-Saharan Africa (Pty) Ltd shows that loose bonds and low levels of economic integration remain constraints on Africa's economic progress that have to be overcome if the

region is to achieve and sustain its economic potential. [Read Article](#)

Forecasting GDP During and After the Great Recession



OECD Library

This paper compares the short-term forecasting performance of state-of-the-art large-scale dynamic factor models (DFMs) and the small-scale bridge models routinely used at the OECD. Pseudo-real time out-of-sample forecasts for France, Germany, Italy, Japan, United Kingdom and the United States during and after the Great Recession (2008-2014) suggest that large-scale DFMs are not systematically more accurate than small-scale bridge models, especially at short forecast horizons. Moreover, DFM parameters appear to be highly unstable during the Great Recession (2008-2009), making forecast revisions between successive vintages difficult to explain as revisions cannot be fully attributed to news on specific groups of indicators. The implication for OECD forecasting practice is that there would be no gain from switching from the current small-scale bridge models to large-scale DFMs. [Read Article](#)

Treasury Secretary Lew On Global Trade Deals And Corporate Taxation



NPR

Proposed trade deals with Asia and Europe have suffered setbacks recently. But Treasury Secretary Jack Lew says he isn't ready to write off the Trans-Pacific Partnership and the Transatlantic Trade and Investment Partnership.

In an interview with NPR's Robert Siegel before Lew departs for a Group of 20 meeting in China, Lew acknowledged the anxiety among workers who have felt the impacts of the globalized economy but said the benefits of the trade deals need to be made "more clear." [Read Article](#)

For U.S. Businesses, Brexit Leads To Uncertainty And Worry



NPR

The United Kingdom's planned split from the European Union is expected to take years, but it's already creating uncertainty for multinational companies operating in the U.K., including many American firms. Brexit also poses challenges to the U.S. government, as Washington ponders a future in which a key ally has less influence in Europe and likely becomes less relevant on the global stage.

Even before the June referendum, American and other financial firms were looking beyond the City of London - the Wall Street-equivalent at the core of Britain's capital - for new office space in Europe. Meanwhile, U.S. automakers are anticipating sizable financial hits from the decision to leave the EU. [Read Article](#)

Public Report - Of The 14th Round of Negotiations For The TransAtlantic Trade and Investment Partnership (TTIP)



European Commission

A detailed report of the 14th round of TTIP talks is now available. It sets out progress achieved, chapter by chapter. [Read Report](#)

TPP is Not Dead, Unfortunately

Huffington Post - Lori Wallach, Director Public Citizen's Global

Trade Watch

The reports of the Trans-Pacific Partnership's death have been greatly exaggerated, unfortunately.

It would [be] great news if the pact, which would mean more power for the corporations over lives and government, and fewer good jobs for Americans, were ready to be boxed and buried. But more urgently, if last week's news stories convince the growing transpartisan movement fighting the TPP to stand down, the prospects that the pact's powerful proponents can succeed in their plan to pass it after the election will increase. [Read Article](#)

Education and Workforce Development News

Why Manufacturing Education Needs to Advance, Just Like You Have

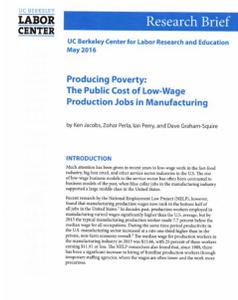


IndustryWeek - Randy Swearer

If you've read the Manufacturing Institute report, you've heard the statistics: 84% of manufacturing executives believe there is a talent shortage in the U.S. and worry that they won't find the workforce they need to keep up with the increasingly more advanced and sophisticated demands of the industry. And talent is the number one driver of global manufacturing competitiveness.

So why can't manufacturers find and attract skilled talent? [Read Article](#)

Producing Poverty - The High Cost of Low-Wage Production Jobs in Manufacturing



UC Berkeley Labor Center

When a day's labor no longer affords the basic necessities, working Americans rely on public assistance programs funded by U.S. taxpayers to close the gap. Recent research by David Autor and colleagues has documented the impact of increased exposure to trade from low-wage countries on wages and use of safety net programs.³ In this research brief we estimate the public cost of low wages in frontline production jobs in the manufacturing industry by detailing state and federal expenditures on safety net programs for workers in this industry and their families. is brief is the latest in a series that explores the pressures placed on safety net programs by low-wage industries. [Read Report](#)

ITT Tech shuts all campuses

Community College Daily - Collin Binkley/Associated Press



A United Parcel Service driver leaves the ITT Technical Institute in Rancho Cordova, Calif., when he found the doors locked during a package delivery. The for-profit operated more than 130 campuses across 38 states.

The for-profit college chain ITT Technical Institute is shutting down all 130 of its U.S. campuses, saying it cannot survive recent sanctions by the U.S. Department of Education. In a letter to more than 35,000 students, the Indiana-based parent company ITT Educational Services announced that campuses won't open for the fall term that was scheduled to begin Sept. 12 - leaving students scrambling for last-minute options since many U.S. colleges already have started fall classes. ITT also cut more than 8,000 jobs immediately. [Read Article](#)

What Leaders Need to Know for Sustainability

Community College Daily - Jerry Weber

Community colleges are uniquely positioned to impact the nation in all aspects of sustainability - workforce needs, community education and student skills for the future. No other system in higher education can address the local sustainable development needs of the nation's diverse communities.



Despite all the mandates, financial challenges and competing priorities thrust upon us, this is the time to deepen or reinvigorate the sustainability commitment. Just as we prepare our students for their future careers, we also need to prepare them and our colleges for the world we will live in, and that world will be shaped by globalization, sustainability and adaptation for resiliency. [Read Article](#)

College-readiness Remains an Issue



Community College Daily

About 68 percent of students entering public two-year colleges and 40 percent of those entering public four-year colleges took at least one remedial class between 2003 and 2009, according to a new federal report.

At community colleges, almost half of incoming students took two or more remedial courses and 26 percent took remedial courses across several subjects, according to the report by the National Center for Education Statistics. Among public four-year students, it was 21 percent and 9 percent, respectively.

On average, remedial students at public two-year colleges took about three remedial courses, compared to two courses at public four-year institutions. [Read Article](#)

Training and Organizational Development News

Creating a Winning Team: How Business Leaders Can Inspire Purpose in their Employees

EHSToday - Sandy Smith

In the last seconds of a close-scoring basketball game, a coach will huddle his players and draw up a play designed to result in a winning shot and victory. If just one teammate is disengaged, though, the play can go awry and the team fall short of accomplishing its purpose.



Like that basketball team, a business needs a purpose and each employee needs to be inspired by and contributing to that purpose, says Paul Ratoff, president of Strategy Development Group Inc. and author of "Thriving in a Stakeholder World: Purpose as the New Competitive Advantage." [Read Article](#)

5 Tips for Transitioning from a Maintenance Paper Trail to a CMMS

IndustryWeek - Dwayne Divers, Director of Manufacturing Strategy, Dude Solutions

Making the switch to a computerized maintenance management system (CMMS) can be overwhelming for manufacturers that are still using paper and excel spreadsheets. Also, those with an aging workforce who are not tech-savvy may be



apprehensive.

Gearing up for the change requires a plan. Without one, you're likely to waste time and energy, and not accrue all of the hoped-for gains. Getting the system set up and using it correctly, however, will streamline work order management, reduce energy expenses and protect technology – helping your operations run at peak efficiency. You'll quickly come to appreciate gaining better control over processes and real-time access to critical reporting metrics. [Read Article](#)

Beating the Drum for Apprenticeships

IndustryWeek - Laura Putre

Peter Feil sees apprenticeships not just as a way to fill skilled jobs in rural communities—he sees them as a savior for small towns.



With Millennials more likely to relocate to urban areas than their generational predecessors, "anything we can do to provide opportunities and convince kids to stay is going to be critical for maintaining any kind of industry," says Feil, who heads U.S. operations for German gearbox and motor maker Stober Drives. "The more kids we can retain, the more businesses will thrive. Every kid we lose is a lifetime worker that's not going to be in our town." [Read Article](#)

Workforce Training Helps Keep Jobs on US Shores

IndustryWeek - Jim McMahon

For decades, American manufacturing prospered, spurred on by an insatiable desire for new products, continual improvements in technology and an abundant workforce of skilled manufacturing tradesmen. But as companies progressively moved their manufacturing overseas, so went the jobs for hundreds-of-thousands of skilled workers who either retired from the workforce or adapted themselves to different occupations.



Now, a growing number of companies are bringing their manufacturing back to the U.S., and many that retained their manufacturing operations here are expanding their facilities. The demand for skilled manufacturing workers across the country is on the rise, but that demand exceeds the supply of workers with the necessary skills. [Read Article](#)

HR News

Apple, GM Join White House Initiative to Address Gender Pay Gap

Bloomberg

Apple Inc., Facebook Inc. and General Motors Co., Inc. the first U.S. automaker to have a female chief executive officer, are among more than two dozen companies that added their names to a White House pledge to study gender pay gaps among their employees.



The agreement signed by 29 companies on August 26 includes an annual review of pay by gender at each company, and an examination of hiring and promotion practices for unconscious bias and barriers to women reaching higher-level jobs. The pledge stops short of companies promising to pay men and women equally for equal work. [Read Article](#)

US Department of Labor, North Carolina Industrial Commission Sign Agreement to Protect Workers From Misclassification

U.S. Department of Labor's Wage and Hour Division



Partnership description: The U.S. Department of Labor's Wage and Hour Division and the North Carolina Industrial Commission signed a three-year Memorandum of Understanding intended to protect employees' rights by preventing their misclassification as independent contractors or other non-employee statuses. The two agencies will provide clear, accurate and easy-to-access outreach to employers, employees and other stakeholders; share resources; and enhance enforcement by conducting coordinated investigations and sharing information consistent with applicable law. [Read Article](#)

Delivering Value Consistent With Our Values

US Department of Labor

Over the last seven years, President Obama has been committed to building an economy where, if you work hard and play by the rules, you have a decent shot at success.



The Fair Pay Safe Workplaces final rule and guidance issued today rewards federal contractors who do just that - work hard and play by the rules - on behalf of the millions of Americans who work for them. This rule also benefits the responsible contractors - the vast majority of them - who are doing the right thing, so that they no longer have to compete for contracts with companies that do not. Contracting with the government is a privilege, not an entitlement; and we want to make sure that the companies enjoying that privilege comply with our nation's laws and the values that underpin them. [Read Article](#)

10 Labor Changes in Labor Rules and Regulations You Should Know About

IndustryWeek - Laura Pulte

Ten recent changes to US labor law that you should know. From worker classification to union activity. [Read Article](#)



Environmental, Health & Safety News

A Deadly Combination: Sleep Apnea and Commercial Drivers

EHSToday - Chris Zimmer

There's no question that driver fatigue poses a serious threat to safety on our nation's roadways. But just how bad is the threat?



The National Highway Traffic Safety Administration (NHTSA) reports that 100,000 fatigue-related crashes occur each year, many of which involve professional drivers in heavy commercial vehicles. That means an average of 1,550 deaths, 71,000 injuries and \$12.5 billion in monetary damages each year as a result of fatigue-related accidents. [Read Article](#)

RV Salesman Charged With Stealing \$81,000 From Workers' Compensation System.

EHSToday - Sandy Smith



A Tacoma-area man faces a felony theft charge after he was caught working while receiving more than \$81,000 in workers' compensation disability payments.

Bobby R. Johnson, 47, has been charged with first-degree theft after investigators from the Washington State Department of Labor & Industries discovered he was working while receiving disability payments. He was scheduled to be arraigned in Pierce County Superior Court on Aug. 19. [Read Article](#)

ABIH: Workers Need to Be Protected Against Asphalt Fumes

EHSToday - Stefanie Valentic

The American Board of Industrial Hygiene is reminding safety professionals and managers to limit worker exposure to asphalt fumes.



More than 500,000 workers are exposed to asphalt fumes, according to OSHA. Asphalt, also known as bitumen, is found in natural deposits or can be obtained by refining crude oil. Exposure to asphalt fumes can cause serious injury and permanent damage. Those workers who may be exposed to asphalt fumes need to be aware of the potential hazards in their work environment, ABIH said. [Read Article](#)

VPPPA 2016: Security Panel Addresses Exit Plans, Workplace Violence

EHSToday - Stefanie Valentic

The next time you're out at a public establishment, take a moment to note the exits and escape routes.



What would you do if an active shooter, fire or other emergency situation occurred? Do you have an escape strategy? Unfortunately, most people don't, and in a panic situation, not having a plan of action could cause injury or even death, according to panelists at the 32nd Annual VPPPA Safety & Health Conference in Orlando, Fla. [Read Article](#)

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