



Proactive Technologies News

SPECIAL NOTICE TO OHIO EMPLOYERS
The Ohio Incumbent Worker Training Voucher
Program Round 5 Application Window has Open!
Submission Deadline October 14th!

by Proactive Technologies, Inc. Staff

There is still an opportunity for those employers who have not yet conceived of a project and/or prepared an application for grant funding for the **Ohio Incumbent Worker Training Voucher Program Round 5**. **Applications must be submitted October 14, 2016 at 10:00 am ET.**

For well crafted applications this is, by far, the easiest grant money for employers to apply for, use and obtain reimbursement. **Manufacturing** and **Advanced Manufacturing** are two of the targeted sectors.

Proactive Technologies, Inc. specializes in setting up, managing and supporting structured on-the-job training for the [accelerated transfer of expertise™](#), and has worked extensively with all types ISO/AS/TS compliant manufacturers and manufacturing positions such as Maintenance (all crafts), CNC machining, Tool & Die, Tool & Gage, Mold and Die Repair, Assembly (all levels) and more. Many have been registered as apprenticeships.

Proactive Technologies has assisted client-companies to successfully apply for, manage, document and receive reimbursement for almost \$2,000,000 in projects in just the last 3 years alone! A substantial amount of that amount was reimbursed to the clients by the state of Ohio to offset their initial out-of-pocket investment on a project that leads to worker capacity building, quality improvement for maximized results and return on worker investment! [Click here for more information.](#)

This is a reimbursement program. Once the employer applies and is accepted, and the employer completes the approved training and submits the receipts and rosters to the OH IWT, the employer will be reimbursed for 50% of the cost. If the proposed training isn't held and no training cost is incurred, the employer simply has nothing to submit for reimbursement. **No risk, no penalties.**

If you would like to discuss a project for your organization, [contact us immediately](#) and we will help you create a sensible project containing **structured on-the-job training** (for transferring task-based expertise) and **related technical instruction** (building core skills needed to learn the tasks), and we will put together **a proposal that meets your needs**. If the proposal is to your satisfaction, we will put together a proposed application (that meets the state's requirements and your specifications). If that is to your satisfaction, we will input the application into the State of Ohio's website so you can review and be ready to submit it by the deadline.

Proactive Technologies has made several trips to the area for onsite presentations in the last three months, and there will not

Proactive Technologies'
Publications Archive

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

In This Issue

[Proactive Technologies News](#)
[Industry News](#)

[Financial News](#)

[International News](#)

[International Trade News](#)

[Education and Workforce
Development News](#)

[Training and Organizational
Development News](#)

[HR News](#)

[Environmental, Health &
Safety News](#)

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](#)

be time for more onsite presentations before the deadline. However, **several live online presentations are scheduled for October 6 - 10th** and you are invited to attend one. Select the one - from **the schedule in this newsletter** or [from our website](#) that fits your schedule from the website page and we will send you a teleconference invitation for your viewing at your computer. If you would like to schedule one for an alternative date and time, [contact us](#) with your request.

We recommend that you do not delay. **If you miss the deadline for this round, you will have to wait until 2018 (if an OH Incumbent Worker Grant Round 6 is offered).**

The KeyTo Effective MaintenanceTraining: The Right Blend of Structured On-The-Job Training and Related Technical Instruction

*Dr. Dave Just, MPACTMaintenance and
Reliability Solutions*



I spent a lot of my career as Dean of Corporate and Continuing Education at community and technical colleges, in several states. Where we could, we tried hard to deliver the best core skill development programs for technical job classifications that the employers in our community requested. We often did this working off the limited, and sometimes suspect, job information the employer could provide to us.

Often we were up against budgetary constraints that limited our efforts to keep the programs up to date, even if the instructor was willing to maintain the relevance of the program. If that wasn't enough, school leadership often showed ambivalence toward adult and career education due in part to the fact that its demand was driven by gyrations in the economy. Furthermore, the institution was built upon, more familiar with and understood better credit courses for more stable subjects such as math, science, literature, history and the social sciences.

We tried a lot of innovative programs for employers in the community within the constraints mentioned, but if I was to be honest we rarely kept up. What we thought we knew of the targeted job classifications and their requirements, and upon which our programs were built and measured, seemed to become increasingly misaligned within just a few years. Not only was advancing technology putting pressure on the content of our learning materials and program design - a constant push toward obsolescence - employers were continually rethinking the design of their job classifications to meet their business goals and budgets. We were finding less and less similarity in job classifications between employers, by job title and job content.

The "Maintenance" job classification was a perfect example and could be incredibly different from company to company. [Read More](#)

Finding the Zen in Workforce Development Strategies - Structured On-The-Job Training and Job-Relevant Related Technical Instruction

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



[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 the following states in the month of:

October

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.

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



Many employers still feel locked into the old model of worker training. Waiting for the local educational institutions to crank out the qualified labor supply they need. If that is not sufficient, they search for available workers with relevant transferable skills from previous employment. If that doesn't work, they settle for workers they find, hire them into the organization and hope for the best - maybe throwing in some classes and/or online training as if that alone will make up the difference.

Looking back, can one honestly say that this is an approach that inspires confidence? Or has worked well? Is it a matter of doing what we have been doing all along, not satisfied with the results and cost, but thinking that it is what every employer does? This is an area that cannot improve on its own. It needs to be brought into balance like all of the other organizations in the company.

"Employers do not need to keep themselves locked in the antiquated model of worker development. They can break free and make the worker development system operate like all of the other manageable and measurable subsystems in the organization."

Comparing this approach to all of the other, more systematic, approaches one sees in manufacturing it seems underwhelming, uninspiring and, in many ways, inexplicable. What is the point of LEAN manufacturing efforts to streamline processes for efficiency if the participating employees are not properly trained to absorb the improvements? What is the point of analyzing processes for best practices if the employees are not properly trained for them now or when they are further improved later? Training in a manufacturing setting must be interactive and evolving, not stagnant and irrelevant, if it is to be viewed as anything more than a cost the accounting department would like to minimize.

Many past [Proactive Technologies Report articles](#) have addressed the need for highly job-relevant task-based training that can only come about from a comprehensive job/task analysis. If the reason an employer hires workers is to perform specific tasks that the business model requires to be profitable, then the proper attention and effort must be given to ensure each worker performs their tasks in the most efficient manner. This moves the expenses associated with labor from the "cost" column to the "investment" column. Each employee's task performance could be, and should be, then managed just like all of the technology investments in the plant for maximum return. [Read More](#)

The Efficacy of Employee Fitness Trackers: Where is This Leading?

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



In a Pittsburg Post-Gazette article "[Wearable Devices Help Employees Stay on Track](#)" on May 3, 2016, the author described the employer trend of utilizing wearable technology in the workplace to monitor employee health and wellness activities. "Because physical activity delivers a number of health benefits - including lower risks of diabetes, heart disease and high blood pressure - health plans are now taking advantage of wearable technology to improve employee wellness programs."

"For example, UnitedHealthcare recently launched

- **Accelerated Transfer of Expertise™**;
- Increased worker capacity, productivity, work quantity, work quality and compliance;
- Decreased internal costs of training;
- **Higher return on worker investment!**

Learn more at:

www.proactivetechologiesinc.com

Copyright © 2016
Proactive Technologies, Inc.
ALL RIGHTS RESERVED



- Customized maintenance assessments
- Customized online and instructor-facilitated maintenance courses
- Training to improve your company's performance.

For more information [visit our website](#)

© 2016 Mpack Solutions
ALL RIGHTS RESERVED

OHIO STATE UNIVERSITY EXTENSION

ALBER ENTERPRISE CENTER

UnitedHealthcare Motion, a wellness program that provides employees with a wearable device (at no additional charge) that tracks their activity and shows them statistics about the frequency, intensity and total steps taken each day. Employees can earn daily money bonuses for hitting specific activity goals. The money is deposited directly into their health reimbursement account."

"Employers also benefit through savings in insurance premiums based on participants' combined results."

But with all the perceived benefits wearable devices offer, the author cautioned employers, "Companies that want to incorporate wearable fitness trackers into their wellness programs should make certain the health plan will keep private data secure." [Read More](#)

Industry News

China Export Machine Grabs Global Market Share

Bloomberg

China is eating up a larger chunk of the world's shrinking trade pie.



Brushing off rising wages, a shrinking workforce and intensifying competition from lower cost nations from Vietnam to Mexico, China's global export share climbed to 14.6% last year from 12.9% a year earlier. That's the highest proportion of world exports ever in International Monetary Fund data going back to 1980. [Read Article](#)

China Revives American Heartland, One Low Wage at a Time

Bloomberg

Even Low-Paying Jobs Are Still Jobs. Fuyao Glass, a Chinese powerhouse, has brought more than a thousand jobs to Ohio since stepping into an abandoned GM plant. Is this a good thing? And can we expect more of the same in the years to come? [Read Article](#)



OEMs Aren't as Powerful as they Think

IndustryWeek-Paul Ericksen

In addition to the responses my articles receive through IndustryWeek I also get e-mail and telephone feedback. Consequently, the responses you see on IW sometimes represent only the tip of the iceberg. That was the case with my previous entry, both in spectrum and volume. Because of this I will follow-up here on the Extending Payment Terms topic rather than the announced one on selecting managers.



Prior to doing so I want to cite a couple of articles that recently appeared in IW. [Read Article](#)

Magna Considering New Car Plants after Getting BMW 5-Series Deal

Bloomberg

Magna International Inc. (IW 1000/121) is contemplating a new assembly plant after securing a deal to build luxury sedans for BMW AG, which will help fill capacity at its flagship factory in Graz, Austria.





- Job-Relevant Technical Instruction Provider
- Proactive Technologies Credentialing Partner
- Online and Onsite Instruction

See more at [Our Website](#)



- Skill, Knowledge and Behavioral Assessments
- Intro and Advanced Blueprint Reading Courses
- Geometric Dimensioning and Tolerancing Courses
- Front Line Supervisor Training
- Training Materials and Online Courses



Production of BMW's 5-Series will begin next year and adds to an agreement to manufacture vehicles for Jaguar Land Rover Ltd. and Daimler AG, Magna said in an e-mailed statement. Magna, which said it expects to produce 200,000 vehicles per year by 2018, is considering adding production capacity in China, the U.S. or Europe within the next two years. [Read Article](#)

Eve of Disruption: How the Auto Industry Is Remaking Itself

IndustryWeek - Laura Putre



Although the U.S. automotive industry saw record sales in 2016, the mood of its leaders right now is low-key, even a bit anguished. Gains that OEMs made after the Great Recession have slowed to a near-halt, with predicted sales for 2016 hovering around last year's numbers, then dipping slightly in 2017.

Wall Street wants growth, and automotive manufacturers, realizing that they can't rest on their SUV and pickup-truck laurels, are looking for it in uncharacteristic places. Nissan is partnering with an electric scooter company in San Francisco. Volkswagen wants to focus more on car-sharing and introduce up to 30 new electric vehicle models. General Motors has a vice president of urban mobility who recently told an auditorium full of automotive executives that in New York City, where she lives, "the whole idea of owning a car, parking it for \$1,000 a month, and not using it 95% of the time is ludicrous." [Read Article](#)

China Punishes Coal, Steel Companies in Overcapacity Cut Drive

Bloomberg



China has punished coal and steel companies for illegal production or unsafe operations as part of the government's efforts to reduce industrial overcapacity. Following safety checks at 4,624 coal mines, the regulator revoked the licenses of 28 and halted production at 286, the National Development and Reform Commission said in a statement on its website. Thirty-three coal companies and seven steel mills were censured for illegal land use, while 54 coal firms were punished for unlawful mining, it said. A further 175 steel companies were found to have violated environmental standards. [Read Article](#)

Financial News

How to Measure the Value of an Innovation Initiative: Is it Really Worth the Investment?

IndustryWeek - Randal Moss



Measuring the impact of an internal Innovation Initiative can be infuriatingly difficult. But the greatest glory goes to those who take on the challenge and succeed. Beyond the monumental effort of establishing an innovation center or initiative, measuring its impact on the business is possibly one of the most critical activities in ensuring its longevity. Value measurement becomes even more necessary when in a manufacturing organization that may be running efficiency programs like Six Sigma.

Unpacking The 'V' Word

Value is one of the most loaded words in the business community. Ask a dozen executives to define value and you may get 15 answers. [Read Article](#)

SAR Automation and Training



- We Design, Build, Install and Support Advanced Automation Technology for Manufacturing
- We Offer Training Courses Based on Practical Experience such as S7 Basic Training, Profinet, Profisafe
- SAR Offers Other Specialty Courses for Manufacturing



SAR Group

Visit [Our Website](#)

© 2016 SAR Automation

S.E.C. Whistle-Blower Program's First Chief Joins Law Firm

New York Times - Gretchen Morgenson
Sean X. McKessy, the founding director of the whistle-blower program at the Securities and Exchange Commission, is joining a law firm in Washington, where he will be an advocate for individuals coming forward with information about fraud or improprieties in their workplaces.



Mr. McKessy, 49, began overseeing the S.E.C.'s whistle-blower program in 2011, a year after the Dodd-Frank law ordered the agency to create the unit. Since it was set up, the S.E.C. has dispensed over \$100 million in awards to individuals who have brought the agency information that led to enforcement actions.

[Read Article](#)

S&P Cuts GE's Credit Rating on Possible Deal-Related Debt

Bloomberg

General Electric Co.'s credit rating was cut by S&P Global Ratings on concerns that the industrial giant may add debt to support future acquisitions. The long-term corporate rating for GE and GE Capital Global Holdings LLC was reduced to AA- from AA+, S&P said in a statement, adding that GE's outlook is stable. [Read Article](#)



Terrorism, Business and Managing Friction

IndustryWeek - Andrew R. Thomas

As much as anything else, the pre-9/11 world was about empowerment.

Empowerment of the individual to more easily communicate, process data, access knowledge, and travel. Empowerment of the organization to expand its global reach, focus on core competencies, and maximize performance. Empowerment translated into the biggest productivity gains ever and, consequently, flush bottom lines for companies across America and around the world. Friction— those activities or processes that hinder adaptation, flexibility, and innovation— was increasingly shed in favor of transparency and dexterity. A new, dynamic era with unlimited promise had been ushered in. It was, or so we thought, our birthright. [Read Article](#)



Apple, Irish Said to Claim EU Kept Them in Dark Over Tax

Bloomberg

Apple Inc. and Ireland are preparing appeals to argue that European Union competition investigators unfairly kept them in the dark during a probe that ended in a record 13 billion-euro (\$14.6 billion) tax bill, people with knowledge of their case say.

As they weigh their court challenges, the pair contend that the EU neglected to flag a shift in emphasis in the investigation, according to the people, who spoke on condition of anonymity.



Their appeals would be reminiscent of Intel Corp.'s complaint that the EU trampled on its rights in a separate probe nearly a decade ago. [Read Article](#)

EU Risks Billions in Sanctions as WTO Faults Airbus Support

Bloomberg

The European Union failed to eliminate subsidies to planemaker Airbus Group SE that were previously found to violate trade rules, the World Trade Organization said in a ruling that opens the door to billions of dollars in sanctions against Brussels.

The finding by a WTO compliance panel Thursday strikes a blow to the EU in a long-running dispute with the U.S. over government subsidies to the world's two largest aircraft manufacturers, Airbus and Boeing Co. The U.S. had said it would seek \$10 billion in sanctions if the EU didn't remedy illegal financing, which the trade body found in a 2011 ruling had cost Boeing (IW 500/9) plane sales and market share. [Read Article](#)



CFM Confirmed for Malaysia Airlines' \$630M Engine Order

American Machinist - Robert Brooks

Malaysia Airlines Berhad finalized its order with CFM International for a series of LEAP-1B engines to power 25 737 MAX 8 aircraft, an order the carrier placed in July. The engine builder confirmed its contract is worth \$630 million at current list prices, and deliveries are scheduled to begin in 2019.

The 737 MAX 8 is one variant of the replacement model for Boeing's 737 series, which will debut in 2017. To date, Boeing has logged 1,740 orders for the MAX 8, among nearly 3,800 orders for the 737 MAX series in total. [Read Article](#)



Petrobras scandal: Brazil Ex-Minister Antonio Palocci Arrested

BBC

Former Brazilian Finance Minister Antonio Palocci has been arrested in connection with a long-running inquiry into corruption at oil giant Petrobras. Prosecutors said he had maintained a "criminal relationship" with officials at a construction conglomerate. His lawyer said he was innocent and called the arrest a "spectacle".

Dozens of politicians and Petrobras executives have been arrested and sentenced after a two-year anti-corruption investigation. [Read Article](#)



Colombian President: 'Last Armed Conflict in Western Hemisphere'

BBC

Colombian President Juan Manuel Santos and Farc leader Timoleon Jimenez, known as Timochenko, will sign an agreement at a ceremony on Monday.

But the deal will only be implemented if it is approved by the majority of Colombian voters in a referendum on 2 October. Lyse Doucet spoke to President Santos about the deal. [See Interview](#)



Italy's 'Cultural Allowance' For Teens Aims To Educate, Counter Extremism

NPR- Transcript - Heard on All Things Considered

Few things inspire more loathing in the hearts of high school students than the words "extra homework." But as Florence Mattei hands out a pamphlet to her homeroom class at the



Southlands School in Rome, she tells them they may want to give this assignment a chance.

"Who would like to read what it's about?" she asks the room full of 18-year-olds.

A senior named Alessio translates from Italian into English: "For the people born in 1998 there is a 500-euro bonus that you can spend on cultural things, such as going to the cinema, visiting museums and this kind of stuff." [Read Transcript](#)

92 Percent Of The World's Population Breathes Substandard Air, WHO Says

NPR

The World Health Organization says 92 percent of the world's population breathes air containing pollutants exceeding WHO limits, in new research released Tuesday.



The new WHO air-quality model, which uses satellite data and ground measurements, "represents the most detailed outdoor (or ambient) air pollution-related health data, by country, ever reported by WHO," according to a press release from the organization. The report used information from nearly 3,000 places from around the world, doubling the amount of data from the last assessment of this kind. [Read Article](#)

World Bank Chief Reappointed Amid Criticism

DeutscheWelle

In a statement announcing the decision Tuesday, the World Bank's board offered a strong endorsement of Kim's record, including setting the goal of eliminating extreme global poverty by 2030 and an internal reorganization to promote better coordination.



But as Kim had been the only candidate, the reappointment process has been criticized by campaigners and the global institution's staff which has been up in arms over some of Kim's structural reforms. [Read Article](#)

Embattled President Maduro Calls for Thaw in Icy US-Venezuelan Relations

DeutscheWelle

Venezuela's embattled President Nicholas Maduro is calling for a new era in relations with the United States, a day after meeting US Secretary of State John Kerry.



Maduro met Kerry Monday, on the sidelines of a peace treaty signing ceremony between the Colombian government and FARC rebels in the Colombian coastal city of Cartagena. [Read Article](#)

International Trade News

India Files WTO Complaint Over US Renewables Projects

Agence France-Presse

India believes the states of California, Connecticut, Delaware, Massachusetts, Michigan, Minnesota, Montana and Washington have made



subsidies for renewable energy projects contingent on the use of domestic products, thus discriminating against foreign manufacturers in breach of WTO agreements. [Read Article](#)

Experts Urge Next President to Dump US Trade Policy, Demand Tougher Enforcement

IndustryWeek - Steve Minter

The title of the Washington, D.C. conference was "What the Next President Should Do about U.S. Manufacturing: An Agenda for the First 100 Days." The most contentious issue at the September 14 conference was clearly trade policy. While sharply differing viewpoints were expressed, most participants urged the 45th president of the United States to follow a new direction on trade and dump the Trans-Pacific Partnership now awaiting an unlikely approval by the U.S. Senate. [Read Article](#)



Boeing Gets Clearance for First Sales to Iran Since '77

Bloomberg

The license, granted by an obscure U.S. Treasury Department bureau, comes as Boeing continues to negotiate terms to provide as many as 109 jetliners to Iran Air.

Boeing Co. said it gained U.S. approval to sell the first jetliners to Iran in almost 40 years, as trade between the nations thaws following a nuclear pact.

The license, granted by an obscure U.S. Treasury Department bureau, comes as Boeing continues to negotiate terms to provide as many as 109 jetliners to Iran Air, the Chicago-based planemaker said in an e-mailed statement. [Read Article](#)



Belize Accepts TRIPS Amendment to Ease Poor Countries' Access to Affordable Medicines

World Trade Organization

Belize deposited its instrument of acceptance for the 2005 protocol amending the WTO's Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS) on 15 September 2016.



The protocol amending the TRIPS Agreement, which was agreed in 2005, is intended to formalize a decision to ease poorer WTO members' access to affordable medicines. The protocol allows exporting countries to grant compulsory licences (one that is granted without the patent holder's consent) to their generic suppliers to manufacture and export medicines to countries that cannot manufacture the needed medicines themselves. These licences were originally limited to predominantly supplying the domestic market.

With Belize's acceptance, over 64 per cent of WTO members have submitted their instruments of acceptance for the TRIPS protocol. The protocol will enter into force once two-thirds of the WTO membership has formally accepted it. [Read Article](#)

Agreement on Trade in Services Between India and the Association of Southeast Asian Nations: Report by the WTO Secretariat

tralac

The Agreement on Trade in Services under the framework agreement on comprehensive economic cooperation between India and the Association of Southeast Asian Nations¹ (hereafter "the Agreement") is ASEAN's 6th regional trade agreement



(RTA). It is however ASEAN's 3rd Agreement covering trade in services. The Agreement is India's 14th RTA but India's 5th RTA in trade in services.

In commercial services, India ranked 5th globally in terms of both global exports and imports, amounting to US\$156 billion and US\$147 billion, respectively. This represents 3.15% and 3.07% of world exports and imports, respectively. [Read Article](#)

The Impact of the UK's Post-Brexit Trade Policy on Development

UK Overseas Development Institute

Briefing papers September 2016 Maximiliano Mendez-Parra, Dirk Willem te Velde and L. Alan Winters

Following the vote for Brexit, the UK is facing a formidable challenge: designing a new trade policy to address its new strategic interests. Considering the different and frequently opposing interests, this task is far from straightforward.

Many Brexit supporters have argued for a need to redefine the role of the UK in international politics, with trade at the centre. From the use of international development assistance to the negotiation of trade agreements, trade is regarded as the basis on which to pursue national interests as well as retain global leadership. Unfortunately, little attention has focused on how a new UK trade policy could contribute to development. [Read Report](#)

Sustainability and Human Rights in EPAs: A Comparative Analysis Between the Caribbean and African EPAs

European Centre for Development Policy Management - Bilal S. Ramdoo

The adoption of the 2030 Agenda for Sustainable Development at the United Nations (UN) in New York in September 2015 and of the Paris Agreement in December 2015 has put the sustainability and climate change ambitions and concerns at centre stage of the international agenda. International trade is recognised as an important means of implementation to achieve the sustainable development goals (SDGs) and specific targets. For a long time, the European Union (EU) has been committed to the promotion of human rights and sustainability, including in its international relations, and has been a strong advocate of the SDGs. [Read Report](#)

Major Boeing Hub to be Located in Morocco

Agence France-Presse

Morocco signed an agreement with Boeing on Sept. 27 to build a new hub for the US aerospace giant that officials hope will create thousands of skilled jobs.



King Mohammed VI oversaw the signing of a memorandum of understanding in the northern port city of Tangiers to establish an industrial zone where up to 120 Boeing suppliers and sub-contractors could operate. [Read Article](#)

Education and Workforce Development News

Attaining a Skill, Preparing a Workforce

Community College Daily-Carla Kucinski
Jacques Bené, a student at Guilford Technical Community College in North Carolina, receives on-the-job training through the Guilford Apprenticeship Partners program.



Creating something from nothing has always fascinated Jacques Bené; it came easy to him. He loved working with his hands, taking things apart and putting them back together again.

As a kid, he hung around a lot with his dad, observing and assisting him as he built his own race cars in his spare time. The feeling he got from creating something was like no other; it gave him a sense of pride and accomplishment, he said. "I've always been fascinated by how things work," said Bené, 18. [Read Article](#)

Shaken By Economic Change, 'Non-Traditional' Students Are Becoming The New Normal

NPR

New community college student Asia Duncan makes her way to class up an outdoor stairwell on the sun-filled campus of Pasadena City College in southern California.



"I'm actually headed to an 'Intro to College' class," she says. "They're teaching you about college and what's a unit." It's a class about taking classes?

"Exactly," she says, "It's telling me where on campus I can find different resources. So some of it is helpful." [Read Article](#)

House Approves Changes in Workforce Education Funding

IndustryWeek

A bill intended to streamline and add flexibility to the way federal funds for apprenticeships and other workforce training programs are distributed passed the U.S. House of Representatives on Tuesday.



If the bill succeeds, the amount of federal workforce funding under the Perkins Career and Technical Education Act would not significantly change: \$1.13 billion in 2017, increasing incrementally to \$1.21 billion by 2022. But the Perkins funding formula will.

States will have more flexibility in disbursing the funds—which currently are distributed almost strictly to schools. The new bill, called the Strengthening Career and Technical Education for the 21st Century Act, stipulates that states can use up to 15% of their Perkins funds to set up their own competitive grant programs and career and technical education models that don't necessarily fall into a traditional school setting. [Read Article](#)

Amid Scrutiny, For-profit Colleges See Exodus of Students

Community College Daily/Associated Press - Collin Binkley
Beth Kulp withdrew from the for-profit college ITT Tech in Columbus, Ohio, when she heard it was in trouble and



transferred to Columbus State Community College. Some of the nation's largest for-profit colleges are suffering steep declines in enrollment amid growing competition, new regulation and government pressure that led to the collapse this month of one of the industry's biggest players, ITT Technical Institute.

The industry has been losing students for the past six years, but the crisis appears to be deepening with alarming speed. Some schools, in their latest corporate filings, reported a pronounced drop. [Read Article](#)

It Takes Longer to Finish College, But That's Not the Story

Community College Daily

Only 7 percent of associate-degree earners who attend community college full time complete their degree within two years. More than half finish within four or more years.

Those figures - which come from a new report from the National Student Clearinghouse Research Center - may seem dire, but they illustrate an important fact for community college and other higher education advocates: how students attend college is changing but the metrics often used to measure student success are lagging behind. (Time-to-completion figures for public four-year institutions are similar.) [Read Article](#)



Education at a Glance 2016 - Country Notes

OECD

These country notes provide data on the structure, finances and performance of education systems in the countries listed below.

[Read Report](#)



Show Students Careers in Construction

GreenvilleOnline.com - Bill Caldwell and Brian Gallagher

We all know that in today's world, technology is everywhere. Our children are mastering the digital world at ever-earlier ages. While technology is critical to many jobs, there are robust industries that also require a skilled trade. Unfortunately, these industries are struggling to find the skilled workforce to fill well-paying positions. The construction industry faces a projected job shortage of more than 90 percent according to a recent report published by the Conference Board. [Read OpEd](#)



Training and Organizational Development News

Where's Your Lean Team?

IndustryWeek - Jamie Flinchbaugh

Lean has evolved in every regard, and so resources that support lean must evolve. Therefore, I ask, where is your lean team?

This is a question I get frequently from organizations, and solutions are increasingly creative.

1. Where should the lean team reside? Traditionally, most lean teams are housed in the manufacturing group, either reporting to a factory or to an executive in manufacturing. [Read Article](#)



Building the Next-Generation Manufacturing Workforce

IndustryWeek - Ed Potoczak, IQMS

There's no doubt: Manufacturers today are stuck between a rock and hard place. On



the one hand, many face an aging workforce that may retire without sharing key knowledge. In fact, the Pew Research Center predicts that 10,000 baby boomers will retire each day over the next 19 years.

On the other, some 80% of businesses are struggling to bring new talent into the door and up through the ranks. Unless things change, 2 million jobs will go unfilled even as manufacturers face a growing skills gap on their teams. [Read Article](#)

Top Ten Rules for Selecting a Good Manager

IndustryWeek - Paul Ericksen

There is probably nothing more important to the future of an organization than to select the right people for positions of authority. Not only will such individuals need to successfully oversee tactical day-to-day activity, they will also have to provide strategic direction and leadership. The overall makeup of an individual selected for a leadership position communicates-both internally and externally-an awful lot about the culture that an organization is trying to create. Since the culture issue is-in my mind, anyway-a critical upshot of manager selection, this article might be seen more as a guide for selecting good leaders than anything else. [Read Article](#)



How to Choose Metrics to Drive Continuous Improvement

IndustryWeek - Larry Fast

QUESTION: I am trying to develop a list of metrics to drive our continuous improvement efforts. What questions should I be asking myself to develop this list? And how many do you think I should focus on?

ANSWER: It isn't clear what leadership role this person is playing so I'll address this from a plant manager's (or higher) perspective. I'll share my thinking behind metrics in general and later get down to very specific, critical metrics that all factories should be using to drive continuous improvements. We won't get to that level of detail just yet. It's important that we start by elevating our thinking on the topic of metrics in general before diving into the specifics. [Read Article](#)



HR News

Texas With 20 Other States Sues to Block US Overtime Rules

Bloomberg

Texas and 20 other states sued the Obama administration to block overtime rules that business groups say will boost employment costs and may force layoffs by effectively setting a federal minimum salary for white-collar workers.



Full-time executive, administrative and professional workers making less than \$47,892 a year will be entitled to overtime pay starting Dec. 1, according to a complaint filed Tuesday in federal court in Sherman, Texas. This pay rate "nearly doubles" the previous salary that triggered federal overtime pay protections for public or private employees working more than 40 hours a week, the states said. [Read Article](#)

Could Performance-Based Pay Be the Answer to Lagging Wages?

Bloomberg View

A striking 5.2% rise in U.S. household income last year, the



largest increase since the last recession, is a rare bit of good news for the beleaguered American middle class. Still, we shouldn't get too excited. That one-year improvement can't compensate for the decades of near stagnation in middle-class welfare. The Federal Reserve figures that the average income of the bottom 95% of U.S. households grew by less than 10%, in real terms, between 1989 and 2013.

There's no shortage of suggestions for how to address the problem, from adjusting tax rates to hiking the minimum wage to tearing up trade agreements. One possible solution that hasn't been discussed much derives from a very capitalist concept: performance-based pay. [Read Article](#)

Workers' Up-Front Health Costs Keep Rising

Bloomberg

Out-of-pocket costs that insured employees pay for a doctor's visit or an operation in the U.S. keep on climbing.



The average deductible, the amount workers pay for health care before insurance kicks in, jumped 13% to \$1,221 this year for individual plans, according to a report published on Sept. 14 by the Kaiser Family Foundation and the Health Research & Education Trust. [Read Article](#)

Workplace Leaders: Yes, You Do Have to Sweat the Small Stuff When it Comes to Employee Relations

IndustryWeek - Kendall C. Wright

Paying attention to the details is a lost art in many circles, but when it comes to communicating effectively at work, it's essential.



Leaders who fail to pay detailed attention to their team's interpersonal dynamics will quickly discover that when employees are not working cohesively as a team, performance will lag and previously-high metrics will be more elusive to achieve. [Read Article](#)

10 Health-Care Plan Questions Employers Must Be Prepared to Answer

IndustryWeek - Randall K. Abbott

With healthcare complexity increasing, employers must offer more advice, education and decision support tools to help employees choose the right insurance plan. [Read Article](#)



Craziest Things Bosses Make Their Employees Do

Material Handling & Logistics - Adrienne Selko

Here are some of the most inappropriate and bizarre requests managers have made of their employees. [Read Article](#)



Environmental, Health & Safety News

The Oil and Gas Industry Takes a Progressive Approach to Safety Training

EHSToday-Tracy Bennett

The modern recipe for vocational training begins with partnerships between industry, education and workforce



development. However, it's the right application of technology that provides the secret ingredient in delivering training to meet the individual learning styles of students across a wide range of learning, language and reading skills. In turn, qualified workers are prepared to meet the skilled labor needs of industry and the trades.

This is exactly what is happening at the Energy Innovation Center (EIC) in Pittsburgh, which began operations late in 2014 at the former home of Connelley Trade School. Founded by Robert Meeder, Ph.D., president of Pittsburgh Gateways Corp., the Energy Innovation Center acquired the 6.7 acre campus located in downtown Pittsburgh in 2011. Its mission: To contribute to socially responsible workforce development, foster energy and sustainable technologies advancement, assist in job creation through a commitment to diversity, innovation and comprehensive education across the entire spectrum of the energy industry. [Read Article](#)

Drug Positivity in US Workforce Rises to Highest Level in a Decade

EHS Today - Sandy Smith

Following years of declines, the percentage of employees in the combined U.S. workforce testing positive for drugs has steadily increased over the last three years to a 10-year high, according to an analysis of nearly 11 million workforce drug test results by Quest Diagnostics.



The Quest Diagnostics Drug Testing Index™ examines illicit drug use by America's workforce based on an analysis of de-identified results of more than 9.5 million urine, 900,000 oral fluid and 200,000 hair laboratory-based tests performed nationally by the company for employers in 2015. The findings were unveiled at the Substance Abuse Program Administrators Association (SAPAA) annual conference. [Read Article](#)

'From You to Me to We' - U.S. Steel's Safety Journey

EHS Today - Adrienne Selko

The company that first coined the phrase "safety first" back in 1912, is still committed to its safety ideals in 2016.

"Creating a culture of no incidents, is no accident," said Mario Longhi, CEO of U.S. Steel Corp. at the 2016 SLC Conference in Pittsburgh.



To create this cultures Longhi explained that the company is transforming safety from a top down directive to a value that fosters personal responsibility. [Read Article](#)

SLC 2016: Briefing the Boardroom on Safety

IndustryWeek - Adrienne Selko

While safety has always had an impact on the bottom line, from a variety of angles, safety professionals have not always had a voice in the boardroom.



Part of the problem, according to Kathy Seabrook, president of Global Solutions Inc., is how safety professionals use language. "Your C-suite is used to the concept of risk," Seabrook explained at the 2016 Safety Leadership Conference. "However EHS comes from a viewpoint of hazard. We need to view our domain as risk as it's risk that gets the attention of the board."

[Read Article](#)

Politics Is Taking Its Toll on U.S. Workers

EHSToday - Sandy Smith

What's the old saying? Avoid talking about religion and politics? This election season has been a tough one, not only for the candidates, but for American workers as well.



Workers are feeling stressed, argumentative and less productive because of political discussions on the job, according to a survey released Sept. 14 by the American Psychological Association. [Read Article](#)

www.proactivetechnologiesinc.com

Copyright © Proactive Technologies, Inc. 2016. ALL RIGHTS RESERVED.