



Proactive Technologies News

Proactive Technologies is Reaching Out With a Significant Discount Offer Until December 15, 2016!

by Proactive Technologies, Inc. Staff

Proactive Technologies Inc. is extending a generous discount offer to manufacturing employers through December 15, 2016! It is our way to reach out to employers who contacted us with interest in exploring the power and benefits of a structured on-the-job training infrastructure, but were held back by budget realities.

Recently notices were emailed regarding this offer. Former clients received specific information describing, in brief, "where we left off" with their project, suggesting that they contact us to learn what little needs to be done to update and implement their program. This [accelerated transfer of expertise™](#) approach is a tremendous offer without the discount, but with it can help any employer train the skill skilled workers they need and realize an increase in worker capacity, work quantity and quality and compliance while reducing the internal costs of training. Both new-hires and incumbent workers are driven to [full job mastery](#) and higher levels of return on worker investment (ROWI).

For new clients, this turnkey package offer includes:

- Performing detailed job/task analysis (incorporating employers' process documents, quality and safety requirements) on targeted job classification(s);
- Development of task-specific On-the-Job Training Plans and Checklists, Technical Procedures (Job-Performance Aids), and much more;
- Training of employer's current trainers to implement structured on-the-job training using the developed materials;
- Technical support and record keeping/monthly reporting - 12 months;
- [Certificate of Job Mastery™](#) Portfolio preparation and delivery;
- All production costs and expenses.

For former client-employers - those for whom their PROTECH© training infrastructure was built and investment made, but implementation was interrupted during the years following the crash of 2008 - this turnkey package includes:

- Updating the previous job/task analysis (incorporating changes to employers' process documents, quality and safety requirements) on targeted job classification(s);
- Development of updated task-specific On-the-Job Training Plans and Checklists, Technical Procedures (Job-Performance Aids), and much more;
- Training of employer's current trainers to implement structured on-the-job training using the developed materials;
- Technical support and record keeping/monthly reporting - 12 months;
- [Certificate of Job Mastery™](#) Portfolio preparation and delivery;
- All production costs and expenses.

Why not find out more about this approach while the discount offer program is underway? What do you have to lose? Contact us to hear more how this discount offer can help your organization build a structured on-the-job training infrastructure with nearly half the normal investment. A [live online presentation list](#) is available in this newsletter. Click on the title you are interested in and best for a schedule, or click on [Contact Us](#) to schedule your own.

Watch your email inbox for a resend of the flyer in a few days with

PROACTIVE TECHNOLOGIES
REPORTS

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 - Free

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

[Click here](#) for descriptions of all of the available presentations. Click on a specific title for that specific description and schedule or to schedule a date and time that works for you.

APPLIES TO ANY ORGANIZATION (Recorded - Available Any Time):

[PTIpromo - A Preview of an Upcoming Presentation](#)

(13 minutes)

FOR FORMER EMPLOYER CLIENTS:

[PTI1001 - MA, OH, PA and SC Former Client Employers - Restart Your Organization's PROTECH® Training Infrastructure](#)

(45 minutes)

FOR ANY EMPLOYER:

[PTI1002 - Building an Effective Worker Training/Apprenticeship System - Registered or Not](#)

(45 minutes)

[PTI1004 - If You Can't Find Skilled Workers, Develop Your Own](#)

(45 minutes)

[PTI1007 - Structured On-the-Job Training Supports ISO/AS/TS Process Training Requirement Compliance](#)

(45 minutes)

[PTI1008 - Preparing your Workers for Growth: Using Lulls Before Growth to Increase Your Worker's](#)

dates we will be in your area.

10 Reasons Structured On-The-Job Training is a Vital and Necessary System for Any Organization

by Dean Prigelmeier, President of Proactive Technologies, Inc.



There are many reasons a deliberate, structured on-the-job training system should be a priority consideration for any employer. For decades employers have felt that having an employee take a few classes here and a few online modules there translates directly to improved worker output and performance. But for decades, as well, employers have continued to talk about a continually increasing "skills gap." Connection? Obviously yes.

"Employers expend enormous resources - time, effort, dollars - on efforts to improve efficiencies...in some cases without making an appreciable difference or reaching the intended goals."

A deliberate and documented system to develop workers and maximize the return on worker investment should be a "no-brainer." Employers expend enormous resources - time, effort, dollars - on efforts to improve efficiencies...in some cases without making an appreciable difference or reaching the intended goals. But rather than a philosophical discussion comparing approaches to training, I thought it might be beneficial to just offer **symptoms of failed approaches and reasons why any employer should think more seriously about the state of their internal training infrastructure.**

According to a Training Magazine article entitled, "[Bridging the Skills Gap](#)" by Lorri Freifeld, these revealing points were extracted:

- **49 percent of U.S. employers are experiencing difficulty filling mission-critical positions within their organizations.** (ManpowerGroup's seventh annual Talent Shortage Survey; 1,300 U.S. employers surveyed; positions most difficult to fill: skilled trades, engineers, and IT staff).
- **Only 1 in 10 organizations has the skills needed to utilize advanced technologies such as cloud and mobile computing, social business, and business analytics.** (2012 IBM Tech Trends Report; 1,200 professionals who make technology decisions for their organizations, 250 academics, and 450 students.)
 - Alarming number of professionals (more than 60 percent), and students and professors (73 percent) feel there is a moderate to major skill gap in these four technology areas.
 - Nearly half of the educators and students surveyed for the report indicated major gaps in their institution's ability to meet IT skill needs."
- **Even with preventative measures, there could be 20 to 23 million workers in advanced economies without the skills employers will need in 2020** (McKinsey's The World at Work report). [Read More](#)

Frank Gibson, Long-Time Program Manager of The Ohio State University - Alber Enterprise Center Retires

By Proactive Technologies, Inc. Staff

Frank Gibson, Program Manager at The Ohio State University - Alber Enterprise Center in Marion Ohio announced that he will be retiring from his position officially November 4th, 2016. A retirement party was held at the center October 31st at The Center. After a brief "time-out," Frank plans to pursue projects in his area of expertise as a self-employed contractor.

Capacity
(45 minutes)

FOR EDUCATION, WORKFORCE AND ECONOMIC DEVELOPMENT ORGANIZATIONS

[PTI1003 - Adding Employer-Specific Structured OJT to Your Training Support Strategy\(45 minutes\)](#)

[PTI1005 - Adding Structured On-the-Job Training to Your Apprenticeships](#)
(45 minutes)

[PTI1006 - Building a Regional Workforce Development Infrastructure: Employer-Specific for Maximum Effectiveness and Lowest Investment](#)
(45 minutes)

If you would like more information or would like to discuss these presentations or anything else, click [here](#) and fill in the "Contact Us" with your request including information specifying an alternative date/time you prefer and how many will be attending. An invitation and link will be sent to you.



UPCOMING EVENTS

Onsite and Group Presentations

Onsite and group presentations are being scheduled for the following states in the month of:

November

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.

Mr. Gibson started his career path in manufacturing, working in management for companies such as **Millington Plastics, U-Brand Plastics, Baja Boats and Hydraulic Inc.** Prior to formally joining the OSU-AEC, The Center contracted with him through **Ashland County-West Holmes Career Center Adult Education** where he was employed from 1997 - 2002. Mr. Gibson also held assignments with the **Ohio Department of Development - Ohio Industrial Training Program** as an area representative, and as a business and industry consultant for **Tri-Rivers Adult Education**.



While at the OSU-AEC as Program Manager, Mr. Gibson performed front-end needs analysis of company's training/education needs. This included: Issue Analysis, Strategic Planning, Facilitation Skills Train-the-Trainer, Meeting Skills, Managing Multiple Projects, Coaching and Training Plan Development. Some of Mr. Gibson's many project clients included Ohio's **Triumph Thermal Systems LLC** of Forest, **GrafTech International Holdings of Lakewood**, Parma and Sharon Center, **National Lime & Stone of Findlay**, and **Uni-Grip Inc.** of Upper Sandusky.

The [OSU-AEC has continued to be a project partner](#) with **Proactive Technologies, Inc.** since around 1996. [The Center continues to collaborate with Proactive Technologies](#) on its [Certificate of Job Mastery™](#) Portfolios offered to workers and trainees who master all of the tasks of their job classification through an employer-specific/job-specific [PROTECH© structured on-the-job training program](#). Some projects have continued for many years, such as [Triumph Thermal Systems](#) (16 years), [Mahle Engine Components](#) (10 years) and [GrafTech International Holdings](#) (3 years). [Read More](#)

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

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



A conundrum for many employers - those who are allowed to consider the wage-value relationship in their business strategy - is "what is the right pay rate for work performed." An often used strategy is to establish a competitive wage range for a job classification based on area surveys of similar job classification in the industry, adjusted for the uniqueness of work requirements for the employer's job classification. Once hired, an employee progresses through the wage range measured by time in the job classification, in some cases with wage adjustments based on merit. While consistent, this approach may limit the employer to paying, in many cases, more for labor than the value derived. And here is why.

If an employer purchases a new, technologically advanced, piece of machinery that is advertised to increase the output of a process from 100 units per hour to 300 units per hour, the employer would be disappointed if it only received 150 units per hour. That employer would, most likely, challenge the manufacturer and perhaps request a refund if not satisfied.

"How would one determine the proper wage rate for the value derived if there is no effort to hire workers accurately to today's job needs, train workers to all of the required tasks and measure workers for the work they were hired and trained to perform?"

Why doesn't that same sentiment apply to hiring workers? In a hypothetical, but typical, example an employer has an opening for a job classification

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that consists of 50 critical tasks that the employer expects the person filling that job classification to perform. Why shouldn't the employer expect that person to master all 50 tasks? What might happen instead, after what is considered to be the "training period" is completed, the employer notices through anecdotal evidence and whispers that the output from that hired individual is below expectation. As time goes by and dissatisfaction grows, the decision to terminate the employee is made, often not measured against the investment in the employee thus far. If retained, the employee progresses through the wage range with no guarantee that the employee's output increases. Where is the concern to correct this?

This is what happens without the right infrastructure to develop the maximum output from each employee relative to the job classification they are assigned. It starts like this: [Read More](#)

New Live, Online Presentation Topics

Proactive Technologies Staff

Proactive Technologies has added **3 new live online presentations to its website offerings**. Of course, all presentations are free of charge and provided to clients and prospective clients to help them understand the power of the [PROTECH® system of managed human resource development](#). (click on title to view description).

[MA, OH, PA and SC Former Client Employers - Restart Your Organization's PROTECH® Training Infrastructure](#) (for former client employers - 45 minutes)

[Structured OJT Supports ISO AS TS Process Training Requirement Compliance](#) (for any employer - 45 minutes)

[Preparing your Workers for Growth: Using Lulls Before Growth to Increase Your Worker's Capacity](#) (for any employer - 45 minutes)

View the [full list of live online presentation topics](#) for employers, education and workforce development agencies. Find a date and time that works for you, fill in the contact form and we'll send an invitation and link. If none of the dates and times work, mention a date and time good for you in your submission and we'll set it up.

No special equipment needed - just a computer with speakers and microphone. If you do not have speakers and phone, use the "call-in" number.

Industry News

Did Deregulation Work?

*IndustryWeek - by Michael Collins
President, MPC Consulting*

A consideration of the unintended consequences of deregulation.



By the late 1970s, lobbying money had begun to change minds in Congress about deregulation, and both parties began voting to deregulate industry. The mantra preached by most lobbyists was that economic regulation was outmoded and market self-regulation should be the norm. The idea they espoused was that government regulation impedes the natural laws of supply and demand, which ultimately increases cost to consumers. They insisted that deregulation would create more competition and thus lower prices for consumers. [Read Article](#)

GE Boosts Renewable-Energy Unit With \$1.65 Billion Wind Deal

Bloomberg

General Electric Co. (IW 500/6) plans to buy a maker of wind-turbine



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- Geometric Dimensioning and Tolerancing Courses
- Front Line Supervisor Training
- Training Materials and Online Courses

blades for \$1.65 billion (1.5 billion euros), bolstering the renewable-energy business that has become a central focus for the industrial giant.

The deal for Denmark-based LM Wind Power will enhance GE's ability to serve customers in the onshore and offshore wind markets, the companies said on Oct. 11. GE plans to operate LM Wind Power, which is owned by private-equity firm Doughty Hanson, as a standalone business within the renewable-energy unit. [Read Article](#)

Marathon Sues BP Claiming Shoddy Maintenance at Refinery

Bloomberg

A Marathon Petroleum Corp. unit sued BP Plc (IW 1000/9) subsidiaries over claims they left parts of BP's former Texas City refinery in shoddy condition and lied about unfinished repairs and inspections when selling the complex to Marathon.



Marathon (IW 500/15) seeks unspecified damages to cover the multimillion-dollar cost of completing plant-wide safety inspections, repairs and upgrades BP allegedly promised to finish before the sale. [Read Article](#)

Cost-cutting Boosts Alcoa Profits Despite Lower Sales

Agence France-Presse

On the brink of its split into two separate companies, aluminum giant Alcoa reported on Oct. 11 a drop in third-quarter revenues on lower commodity prices and sluggish business activity.



Net earnings more than tripled due to cost-cutting efforts as the company continued to absorb the impact of shuttered smelters. But investors were still disappointed as profits missed analyst forecasts, and the company's shares sank 9.5% in opening trade. [Read Article](#)

Caterpillar CEO to Retire Amid Commodities Slump

Bloomberg

Caterpillar Inc.'s Doug Oberhelman will retire after 41 years at the largest maker of construction and mining equipment, leaving his replacement to finish the job of steering through a commodities slump.



The 63-year-old will be replaced as chief executive officer on Jan. 1 by company veteran Jim Umpleby, who is currently a group president for energy and transportation, the Peoria, Illinois-based company said in a statement Monday. The shares fell 0.4% at 11:17 a.m. in New York. [Read Article](#)

US Factory Production Bumps Up Just a Little More

Bloomberg

Output at U.S. manufacturers rose for the third time in four months on production of consumer goods and construction materials, a sign the industry is recovering from a prolonged spell of weakness.



The 0.2% gain at factories, which make up 75% of production, followed a 0.5% decrease the prior month, according to a Federal Reserve report Monday. The median forecast in a Bloomberg survey of economists called for a 0.1% gain. Total industrial production, which also includes mines and utilities, increased 0.1%. [Read Article](#)



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US Must Keep Manufacturing in the Economic Driver's Seat

IndustryWeek -Staff

Manufacturing needs to stay front and center in bolstering the U.S. economy according to a panel hosted by Fabricators & Manufacturers Association, International.



The association assembled experts to kick off the nationwide celebration of Manufacturing Day, which takes place on October 7, to highlight the need for the manufacturing sector to remain a positive force in the economy. [Read Article](#)

Reebok Reshores Shoe Manufacturing, Though Still at a Small Scale

Agence France-Presse

Sports equipment manufacturer Reebok is bringing some of its shoemaking back to the United States, unveiling plans to open a new manufacturing lab next year using innovative liquid material and 3-D drawing.



Some parts of the 300 pairs of shoes planned will come from Asia, but the most technical components will be manufactured in Wixom, Michigan. German chemical giant BASF developed with Reebok a liquid material that is drawn across the outside of the shoe for a three-dimensional fit with the help of 3-D drawing. [Read Article](#)

Financial News

Billionaire Pritzker Brothers to Buy Packaging Maker ProAmpac



Bloomberg

Pritzker Group, the investment firm led by billionaire brothers Tony and J.B. Pritzker, agreed to buy flexible-packaging company ProAmpac from private equity firm Wellspring Capital Management.

The transaction is expected to close in November, according to a statement Monday. The Cincinnati, Ohio-based manufacturer makes a wide variety of packaging products, from can liners to cheese laminates to bank deposit bags. Terms of the acquisition weren't disclosed. [Read Article](#)

Financing the Fourth Industrial Revolution

IndustryWeek - Steve Minter

Understanding, installing and monitoring advanced software and equipment is just part of meeting the challenge of the Industrial Internet of Things. There is also the basic issue of paying for this new technology.



Few today doubt that the IIoT won't have significant financial benefits for manufacturers. In August 2015, McKinsey & Co. projected that "business-to-business applications will account for nearly 70% of the value that we estimate will flow from IoT in the next 10 years." McKinsey said the IoT could generate as much as \$11.1 trillion a year in economic value, with nearly \$5 trillion coming from B2B settings, including factories. [Read Article](#)

PBGC and Alcoa Inc. Reach Agreement on \$150 Million in Additional Pension Funding

Pension Benefit Guaranty Corporation

WASHINGTON - The Pension Benefit Guaranty Corporation reached an agreement with Alcoa Inc. to provide an additional \$150 million in pension contributions to the company's two largest pension plans, which cover more



than 83,000 people.

"These contributions will improve the financial status of both plans and help to further secure the pensions of Alcoa's workers and retirees," said PBGC Director Tom Reeder. "We're always looking to work with plan sponsors to give people better retirement security, and we appreciate that Alcoa shared this priority and was a helpful partner in the process." [Read Article](#)

United Technologies Cuts Pension Liabilities By \$1.77 Billion

Bloomberg

United Technologies Corp. (IW 500/19), the provider of products to the aerospace and building industries, is reducing its pension liabilities by \$1.77 billion through the transfer of obligations to insurer Prudential Financial Inc. and a plan to offer lump-sum payouts to some retirees.



United Technologies will shift \$775 million of those commitments, covering about 36,000 retirees and beneficiaries, to Prudential in a transaction that's expected to close Oct. 12, the Farmington, Conn.-based industrial company said Thursday in a statement. Also, 10,000 participants are expected to take lump-sum offers, reducing the company's obligation by approximately \$1 billion by Dec. 31. United Technologies said it expects to take a pretax settlement charge of about \$400 million to \$530 million in the fourth quarter. [Read Article](#)

Trump, Clinton Camps Wary of AT&T, Time Warner Merger

DeutscheWelle

The proposed merger, celebrated by the two companies' bosses as a "perfect match," will likely face regulatory hurdles and political opposition no matter who wins the US presidential election.



The \$85-billion (78-billion euro) purchase of Time Warner by US telecoms giant AT&T drew skepticism from Donald Trump, Hillary Clinton and others immediately after it had been announced on Sunday. [Read Article](#)

Confusion Surrounding Procurement

MH&L Staff

While it is crucial for businesses to understand how they are sourcing materials and to manage spend effectively, it turns out there is a lot of confusion around the procurement process, according to a recent Google survey conducted by AmeriQuest Business Services.

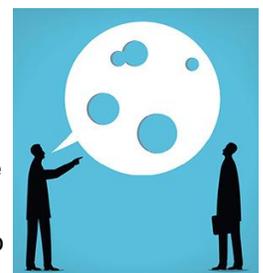


"When there is confusion about procurement procedures, a company is not as profitable as it could be," said Reginald Peterson, director of indirect products at AmeriQuest Business Services. [Read Article](#)

The Holes in Human Capital Metrics

CFO Magazine - David McCann

After many years marked by varied, mostly unsuccessful initiatives to prod companies to disclose more information about their human capital, the movement is finally gaining some traction. At least two groups of institutional investors representing trillions of dollars in assets under management (AUM) have piloted programs in which they've engaged directly with companies to elicit information on employee



International News

BASF Says Explosion at German Chemical Plant Leaves One Dead



Bloomberg

BASF SE (IW 1000/39) said one employee died and at least six people were missing following an explosion and fire at the chemical maker's main plant on the banks of the River Rhine in Germany.

Another six people were seriously injured after a fire at a supply line led to a series of blasts, Peter Friedrich, the head of the local fire service, said at a press conference on Oct. 17 in Ludwigshafen, the German town where BASF has its headquarters and biggest manufacturing hub. Chemical products were escaping from the scene of the incident and burning, he said.

[Read Article](#)

Venezuela Political Foes 'to Hold Talks' in Surprise Move



BBC

Venezuela's government and its opposition are to meet for crisis talks, the Vatican says, after an intervention from Pope Francis.

Protests have been held in recent days over the suspension of a referendum process seeking to remove President Nicolas Maduro.

The surprise move came after Mr Maduro met Pope Francis in an unannounced visit.

The Vatican and regional bloc Unasur will mediate in the talks. [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](#)

Brexit to Eat Into German GDP: Study



DeutscheWelle

Britain's vote to leave the European Union will have a negative impact on gross domestic product in Germany, a survey by an economic think tank has predicted. It expects exports to shrink considerably next year.

The UK's pro-Brexit vote and its economic repercussions would shave around 0.25 percentage points off growth in Germany in the coming year, a study cited by the "Rheinische Post" daily said Tuesday.

The survey by the IW Cologne Institute for Economic Research feared that Britain's planned exit from the European Union would hit Germany's shipments abroad. It expected exports to fall by 9 percent in 2017 year on year due to a much weaker pound. [Read Article](#)

Italian PM Renzi Lashes Out at German Trade Surplus

DeutscheWelle

Italy Prime Minister M. Renzi has urged Germany to do its homework and start reducing what he calls its excessive trade surplus. He suggested it was at least partly behind the problems the Italian economy was facing.

Answering questions about Italy's controversial 2017 budget law on the sidelines of an EU meeting in Brussels, Italian Prime Minister Matteo Renzi said Germany had many problems, including a large trade surplus which he said violated European Union fiscal rules. [Read Article](#)



US Slaps Steep Duties on Canadian, Chinese Machine Parts

Agence France-Presse

WASHINGTON-The U.S. Commerce Department Monday said it would begin imposing steep tariffs on certain Chinese and Canadian mechanical parts dumped on the U.S. market at below cost.

The department said that iron transfer drive components—machinery parts like pulleys, sheaves and flywheels—from Canadian and Chinese companies were sold on the U.S. market at a fraction of the real price. [Read Article](#)



International Trade News

GM Invests Millions in Mexico as Ford Absorbs Blows From Trump

Bloomberg

After more than a year of watching Republican presidential candidate Donald Trump bash Ford Motor Co. (IW 500/4) for moving jobs to Mexico, General Motors Co. (IW 1000/13) has pushed ahead with its own expansion. It just hasn't said as much as Ford.

GM is advancing on an \$800 million investment for its global small-car lineup that includes a factory retooling in San Luis Potosi state. That plant and another facility in Mexico will also build the all-new Chevy Equinox sport-utility vehicle next year, people familiar with the matter said. [Read Article](#)



WTO, IMF and World Bank Leaders: "Trade Must be an Engine of Growth for All"

World Trade Organization

WTO Director-General Roberto Azevêdo, International Monetary Fund (IMF) Managing Director Christine Lagarde and World Bank Group President Jim Yong Kim came together on 7 October to argue that the benefits of trade must be spread more widely. They were taking part in a joint event entitled "Making Trade an Engine of Growth for All", held at the IMF's headquarters in Washington D.C. The three leaders also discussed the importance of making the credible and balanced case for trade. [Read Article](#)



CETA is "De Facto Dead," Admit Top European Parliament Backers

DeutscheWelle

A Brussels summit to seal a EU-Canada trade deal has been thrown into doubt after a Belgian region refused to give its support. EU Parliament President Martin Schulz says the signing will almost certainly be postponed.



European Parliament President Martin Schulz told German radio on Tuesday that he did not expect the Comprehensive Economic and Trade

Agreement (CETA) to be signed this week. "I don't think that we'll get a solution this week," Schulz told Germany's Deutschlandfunk radio station. "That would seem to be very, very difficult to me." [Read Article](#)

VW Posts Biggest 2016 Sales Gain as China Offsets European Lag

Bloomberg

Volkswagen AG posted its biggest monthly sales gain this year as a China surge offset both a drop in Brazil and eroding market share in Europe in a sign the automaker is overcoming its emissions-cheating scandal.



Volkswagen said worldwide sales jumped 7.1% in September to 947,600 vehicles, buoyed by strong demand for its Skoda brand. The namesake VW marque edged into positive territory for the first time this year, bolstered by a surge in deliveries in China last month. [Read Article](#)

Woes at Samsung, Hyundai Weigh on South Korean Exports

Bloomberg

It was not too long ago when South Korea's two biggest conglomerates--Samsung Group and Hyundai Motor Group--were hailed as the country's high-octane economic engines. Now they're sources of concern as the nation's top policy makers struggle to revive growth.



Samsung Electronics Co.'s smartphone debacle and strikes at Hyundai Motor Co. are among factors weighing on the economy, Bank of Korea's Governor Lee Ju-yeol said on Thursday. Trade Minister Joo Hyung-hwan last month urged Hyundai Motor workers to stop their "unjustifiable" strike, return to work, and help efforts to revive exports. [Read Article](#)

Embraer to Settle U.S., Brazil Corruption Case for \$205 Million

Bloomberg

Embraer SA reached agreements with U.S. and Brazilian authorities to settle corruption allegations that have dogged the planemaker since 2011.



Under the settlement, Embraer will pay more than \$205 million to resolve accusations that the company violated the Foreign Corrupt Practices Act, according to a statement on Oct. 24 by the U.S. Securities and Exchange Commission. [Read Article](#)

Protectionism Threat to Global Growth Says IMF

IndustryWeek - Agence France-Presse

The International Monetary Fund on October 4 said protectionist political trends risked "turning back the clock" on free trade, warning of a low-growth future for the global economy.



In its new World Economic Outlook report, the global crisis lender also sounded an alarm over what it called a "dangerous" credit binge in China.

With Britain voting this year to secede from the European Union and U.S. presidential candidates disfavoring open borders, the IMF said populist politics imperiled trade liberalization and economic growth. [Read Article](#)

Ericsson Cutting 3,000 Swedish Jobs as Network Demand Wanes

Bloomberg

Ericsson AB plans to cut 3,000 jobs in Sweden, about one-fifth of the workforce in its home country, as it curbs production to cope with shifting technology and stagnant demand for wireless-network equipment.



The company will reduce manufacturing in the towns of Boraas and Kumla - a move it signaled last month - as it turns its focus to software development, according to a statement Tuesday. Ericsson, which has 16,000 workers in Sweden, is also cutting jobs in sales, administration, research and development. [Read Article](#)

Trade in 2016 to Grow at Slowest Pace Since the Financial Crisis



World Trade Organization

World trade will grow more slowly than expected in 2016, expanding by just 1.7%, well below the April forecast of 2.8%, according to the latest WTO estimates. The forecast for 2017 has also been revised, with trade now expected to grow between 1.8% and 3.1%, down from 3.6% previously. With expected global GDP growth of 2.2% in 2016, this year would mark the slowest pace of trade and output growth since the financial crisis of 2009. [Read Report](#)

Signs of Changing Trends in Free Trade Agreements' IP Chapters, Speakers Say

Intellectual Property Watch

Although the Trans-Pacific Partnership negotiation has raised significant concerns from civil society during negotiations, including about the intellectual property chapter, speakers on a panel during the World Trade Organization Public Forum said the agreement actually includes a positive provision on copyright, while some other free trade agreements under discussion still include stringent proposals on IP. [Read Article](#)

ESCAP Sustainable Development Goals Week 2016: Workshop on Using Technology in Support of Trade for Micro, Small and Medium Sized Enterprises



Organizers: United Nations Economic and Social Commission for Asia and the Pacific (ESCAP)

Date: 30 Nov 2016 to 1 Dec 2016

Location: Bangkok, Thailand

ESCAP is organizing a workshop focusing on using technology in support of trade for micro, small and medium sized enterprises. Through this workshop we hope to pioneer a new way of bringing together government and the private sector to develop an actionable, high-impact capacity building program to enable regional governments to use the technology revolution to unlock regional MSMEs' potential for inclusive trade, economic growth, and job-creation.

The meeting will (1) conceptualize and develop - in conjunction with private sector partners, trade and development experts, impact funds, and governments officials - concrete and specific development solutions that will help Asia-Pacific's MSMEs adopt and use B2B and B2C ecommerce and online payment systems-to grow their sales in international markets, tap into global supply chains, and fuel their overall growth and competitiveness; [Read More](#)

Education and Workforce Development News

Manufacturing Is Good for Graduation Rates: Federal Reserve Study

IndustryWeek - Laura Putre

Manufacturing, it turns out, is good for both high school and college graduation rates.



A study by Stephan Whitaker, research economist at the Federal Reserve Bank of Cleveland, found that students whose parents never finished college are more likely to graduate from high school and college if they live in manufacturing centers of the country, rather than college-degree-intensive centers. [Read Article](#)

Is Engineering Employment in Danger or Is It Being Redefined?

Machine Design - Carlos Gonzalez

In this year's Machine Design Salary and Career Report coming out in October, we captured some impressive numbers for engineering salaries. According to our survey, since 2014 our readers have seen an 11.5% increase in their salaries and the average salary for 2016 is very close to \$100,000. Our report comes hand in hand with the fact that our engineers are getting older. The average age of the engineer is now 53 and we're seeing a steady decline in the number of engineers 35 and younger. In talking with some of our readers, they believe that engineers are not finding jobs in the U.S. and that more work is being outsourced to contract firms in the United States or in other countries. However, different labor reports point to another cause, which may be the redefining of engineering job titles. [Read Article](#)



K-12: What Are The Main Reasons Teachers Call It Quits?

NPR - Eric Westervelt and Kat Lonsdorf

For Ross Roberts, it was a lack of resources that drove him from the classroom. For Danielle Painton, it was too much emphasis on testing. For Sergio Gonzalez, it was a nasty political environment.

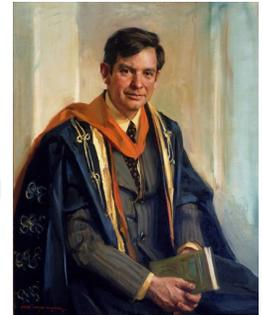


Welcome to the U.S. teaching force, where the "I'm outta here" rate is an estimated 8 percent a year - twice that of high-performing countries like Finland or Singapore. And that 8 percent is a lot higher than other professions. [Read Article](#)

Higher Ed: The Man Who Shed Light On Why College Keeps Getting More Expensive

NPR - Anya Kamenetz

William Bowen, a scholar and former president of Princeton University, died last week. He is associated with one of the key explanations for just why a college degree keeps getting more and more and more expensive.



Bowen, who was President of The Andrew W. Mellon Foundation, and before that, led Princeton from 1972 to 1988, died Oct. 20 at the age of 83. [Read Article](#)

Training and Organizational Development News

What Business Leaders Can Learn from Arnold Palmer

IndustryWeek - Ritch K. Eich

Put away your nine iron. You can learn a lot about being a successful business leader from the late Arnold Palmer, and it has less to do with golf and more to do with character. In my book, Truth, Trust + Tenacity, I cite Palmer as an outstanding example of a real leader. Palmer, who died September 25 at the age of 87, was known for his constantly attacking golf swing, easy smile, matchless charisma, unstinting generosity and business acumen. He had an uncanny ability to relate to all people, regardless of their position. Palmer understood the power of respect and civility: he cherished and appreciated his fans and treated them well, selflessly giving his time to sign autographs for hours when asked. Palmer built such a large fan base that the press gave them a name: Arnie's Army. [Read Article](#)



Rules of the Circle: Visualizing

Flow

IndustryWeek - Robert H. Simonis, KCE Consulting LLC



Sometimes I say "wax on" as I gesture. It has become a joke about the way I am constantly moving my hand in a circle as I describe the flow of people, equipment, processes and PDCA. It looks like I am channeling the sensei from Karate Kid, but the importance of the circle versus the line is no joke.

Operators walk down the line, pass the part to the next process or operator, and walk back to their start point empty-handed. Material handlers pick up pallets from the dock, put them into the warehouse, and return to get the next pallet with empty forks. Full trucks drop off their cargo and head home with an empty trailer or no trailer at all. [Read Article](#)

5 Lessons in Lean Product Development from the Wright Brothers

IndustryWeek - Wrike

The Lean approach is all about delivering a great product without wasting or underusing time and resources. When it came to building the first airplane, the Wright brothers had far less money, fewer resources, and a smaller team than any of their major competitors.

And yet their names are written in history as the Fathers of Flight. Use these Lean lessons from the famous duo to make your product development more efficient. [Read Article](#)



How to Get Next Generation Lean Back into Focus

IndustryWeek - Paul Ericksen

My previous column ("Next Generation Lean: Lean Processes Need to Continuously Improve") laid out the premise that there is a significant disconnect between Lean results, namely that while there are a large number of successful Lean transformation case studies, the greater percentage of companies that experiment with Lean are not satisfied with the results.



That column went on to explain that my personal response to this assertion is that while the basis of Lean-waste elimination-is valid, its application needs to evolve in order for Lean to remain relevant. This column will discuss one conceptual area where such evolution is needed-Lean's focus. [Read Article](#)

HR News

The Truth Behind Job Search Lingo

Material Handling & Logistics - Staff

When outlining the responsibilities of a job, many phrases are thrown around.



Employees think they understand the parameters of the job descriptions but it turns out that employers have their own definition of these common duties. Here is the real meaning behind the phrases we all know well. [Read Article](#)

Mercedes' Alabama Workers Have Right to Organize in Plant, Appeals Court Rules

IndustryWeek - Laura Putre

Mercedes-Benz US-International is in violation of federal labor law for prohibiting employees from organizing inside the Tuscaloosa County, Ala.,



plant when they are off the clock, an appeals court ruled on Monday.

The U.S. Court of Appeals for the 11th Circuit upheld a 2014 ruling by the National Labor Relations Board that Mercedes employees are free to solicit other employees to join the UAW Local 112 on the plant site. [Read Article](#)

NSC 2016: Seven Common Mistakes When It Comes to Workplace Violence

EHS Today - Stefanie Valentic

Workplace violence and emergency preparedness arguably were the hottest topics at this year's National Safety Congress in Anaheim, Calif.



The definition of workplace violence does not encompass a violent shooter situation, but any communicated threat, harassment or bullying, said Carol Casteel, associate professor, department of occupational and environmental health at the University of Iowa. [Read Article](#)

The Nationwide War Against Independent Contractors Continues

MH&LNews - David Sparkman

Unions and policymakers are ramping up their attacks on the very existence of independent contractor status, insisting that it is nothing more than willful misclassification of employees to deprive them of their rights.



Along with temp workers, part-time workers and independent contractors are lumped together in what is called the "gig economy." Unfortunately for opponents, and their allies like Hillary Clinton who condemn it, the gig economy is gaining in popularity, especially among Millennials, who are expected to make up 50% of the workforce by 2020. [Read Article](#)

Environmental, Health & Safety News

The Continued Importance of Compliance Auditing: Shifts in Scope Provide Increased Value

EHS Today - By Adam Steinman, Esq., CPEA

Reacting to changes in government enforcement priorities, complying with new regulations and dealing with new and readily available technologies that help identify enforcement targets add to the already long list of environmental, health and safety (EHS) compliance challenges at regulated facilities. Coupled with this is the fact that evolving business climates have prompted regulated entities to view EHS as stand-alone profit-and-loss centers, similar to other corporate functions. [Read Article](#)



Effective Group Lockout Techniques

EHS Today - Todd Grover

Properly locking out machinery to complete tasks where sudden activation could be disastrous is challenging enough for one person. Add in a group of people who need to work together to complete complicated repairs or necessary servicing, and the stage is set for miscommunication or human error that can lead to someone being in a dangerous situation if premature startup takes place. In order to create a safe working environment for everyone, the solution has been and continues to be the practice of group lockout/tagout techniques that afford equal protection to all involved with the work being done. [Read Article](#)



Teachable Moments Are Painful

EHS Today - Sandy Smith

Riding a bike. Touching hot stoves. Telling the truth on our income taxes. All of these things have one thing in common: They are teachable moments. And if you don't learn the lessons they offer, the result can be painful.

I am experiencing a teachable moment. Here at the National Safety Congress. And it's painful.



It's painful to admit I, Sandy Smith, and we, EHS Today, were wrong. It's painful to acknowledge that an article we ran online based on a presentation at the Safety Leadership Conference praised a company that might be trying hard to protect employees and improve its safety culture, but that experienced a fatality - one of four in a year at that particular facility - on the day we published the article. We were told the topic would focus on lessons learned - the teachable moment - but that was not the case and I didn't follow the situation as closely as I should have. [Read Blog](#)

NSC 2016: OSHA's Top 10 Violations for 2016

EHS Today - Stefanie Valentic

The National Safety Councils list of the top 10 violations reported in 2016. [Read Article](#)



SLC 2016: Subcontractor Safety Requirements [Photo Gallery]

EHS Today - Stefanie Valentic

Slide presentation on subcontractor safety. [See Slides](#)



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