



**Proactive Technologies News**

**HAPPY NEW YEAR!**

Best Wishes for a Bright and Prosperous 2017 from



**PROACTIVE TECHNOLOGIES, INC.!**

**Economic Development Opportunities - An Important Incentive in Attracting Companies to Your Region**

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



When organizations try to create new jobs in their area - working with companies that are considering moving to, expanding to or expanding within their areas - when it comes to labor availability many regional economic development strategies include an offering that consists of one part skills assessment, one part general skill classes and a sprinkling of worker tax credits or grants. That seems to be what most incentive packages include, but is that because: A) that is what the other offers look like; b) it has been like that for decades; C) it is assumed that is all that is available; or D) all of the above?

For over thirty years headlines sounded the alarm that those institutions that were training the workforce of tomorrow were not succeeding in their effort (see *Proactive Technologies Report* article below, "[An Anniversary That You Won't Want to Celebrate: 30 Years Later and The Skill Gap Grows - Is it Finally Time to Rethink The Nation's Approach?](#)"). Many skilled workers that are available to work do not have the skills that employers need today. Not completely satisfied with their answer to the inevitable question regarding the region's skilled labor availability and how workers with specific skill needs will be found or developed, some economic development organizations are exploring other options and opportunities.

It is important to understand that the types of skills that employers are most concerned with - especially employer-specific task-based skills - most likely have not been in the local workforce, nor have any programs been available in local institutions to develop them, simply because these new jobs, with new skill requirements, have never been in the area. The types of skills needed for most modern manufacturing and advanced manufacturing have never been developed because the need was not present nor the data on these jobs available. Even if the need was present, by the time the skill is recognized, a program developed and a worker completed the learning manufacturers either moved on or moved out.

Let's face it, most organizations that promote their region for economic development do so on the current low cost of labor, right-to-work status, low business and employment tax rates, economic incentives, availability of infrastructure and quality of life. They probably never needed a system in place to develop the skills necessary to attract modern and advanced manufacturing. Companies interested only in geographical, financial and aesthetic incentives have already moved. Other employers understand that if they want higher skilled workers, they expect to pay higher wages now or later when those skill levels are reached and competition for skilled labor kicks in.

If we were honest with one another, community colleges and adult training centers are, at best, 10 -15 years behind the types of skills a prospective employee needs in order to learn and master the tasks required in modern

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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)

facilities. It has always been like that, from time to time the gap surging deeper. The reason isn't complicated; these institutions are designed as academic institutions first and have tried to fill a void in worker training with core skill development. However, they have never been embedded enough in today's job environment to collect the job data necessary to be relevant nor have they applied the massive amount of government funding correctly to be that engaged.

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*"Whether attracting new companies and helping them thrive and expand, or helping existing business to do the same, this approach is an important component of any economic development strategy."*

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I have written about another option for economic development strategies in past issues of the **Proactive Technologies Report** newsletter. For example, "[Regional Workforce Development Partnerships That Enhance Economic Development Efforts](#)". In another, "[Apprenticeships That Make Money? Not As Impossible as it Seems Part 1 of 2](#)" and "[The European Difference - Part 2 of 2 - Setting Up an Apprenticeship Center](#)". I described one project that demonstrated a perfectly effective and inexpensive approach. For this project, Proactive Technologies was asked by a regional economic development office to attend a presentation in Germany for an employer that was considering a joint manufacturing venture in one of the state's counties. [Read More](#)

### **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.

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*"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."*

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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 sociability 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. [Read More](#)

**An Anniversary That You Won't Want to Celebrate: 30 Years Later and The Skill Gap Grows - Is it Finally Time to Rethink The Nation's**

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

[PTI1008 - Preparing your Workers for Growth: Using Lullis Before Growth to Increase Your Worker's 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

are being scheduled for the following states in the month of:

**[January 9th-18th, 2017](#)**  
**North Carolina (Ashland and Western Area, Charlotte)**

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

**Pennsylvania (Pittsburgh and Western Area)**

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

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

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## Approach ?

by Dean Prigelmeier, President of Proactive Technologies, Inc.

Albert Einstein is credited with saying, "Insanity: doing the same thing over and over again and expecting different results." It is not sure if that includes instances where the packaging has been changed but the process is basically the same. But I think we all feel, at times, a little like Bill Murray's character in the movie "Groundhog Day" when it comes to skill gaps and worker training.

Proactive Technologies, Inc. was started in June of 1986 to address a critical need seen developing at the time. In the mid-1980's, the addition of computers and microprocessors began to accelerate the automation of manufacturing and change the nature of work - sometimes in subtle ways, sometimes profound. Since this movement was in its infancy, it was difficult to predict its many directions and full impact. However, it was not hard to imagine that this was going to have a major impact on the nature of future work and, therefore, the way in which employers and education developed workers.

Leading up to this, while working in certification program development, training program development and quality engineering for manufacturers, I found that the traditional, academic approaches to job training were beginning to lose their effectiveness in the workplace. Even the techniques for developing training materials was no longer suited for a job classification that may have significant changes to it weekly. Rapid job changes affected job descriptions, hiring assessments, performance appraisals - impairing an employer's efforts to remain compliant with Equal Employment Opportunity Commission regulations. Establishing certifications for workers was impossible since the training that led into it, and even the materials used for hiring a candidate, were growing quickly obsolete. Evaluating worker performance was being reduced to subjective generalities, often generating resentment from employees and from those who evaluate them.

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*"It was not then, and is not today, uncommon for a displaced worker to bear the cost of a 2-year vocational program for a job that was there when the program started but not there when completed - a waste of time, money, opportunity and hope."*

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Training materials and certification standards were difficult to develop and maintain to a moving target, and therefore often conflicts arose with engineering processes, and safety and quality compliance policies of the organization. Employers did not have the luxury to allow 6-8 months for the development of a training manual for just a part of the job, only to discover that 60% of it was obsolete when put into use.

The warnings went out, although more directed at the symptoms of the problem than the problem itself:

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*"By 1990, an estimated three out of four jobs will require some education or technical training beyond high school" ... "Workers with critical technical skills will be retiring at an increasingly rapid rate. For example, the average of the nation's 300,000 machinists is 58, yet the industry is training only one-fourth of the skilled machinists needed each year."*

Employment Policies:  
Looking to the Year 2000  
National Alliance of Business, 1986

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*"Some companies have calculated that the "occupational half-life"\* of an employee has declined, on average, from 7-14 years to 3-5 years."*

\* Length of time necessary for 1/2 of the employee - held knowledge, skills and abilities for competent performance (for the job classification originally hired) to become relatively obsolete.

Michigan Industrial Technology Institute, 1987

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*"Nearly \$30 billion is spent on employee training each year in the United States...and most of that money goes to waste."*

Fran Tarkenton, Management Consultant  
Training Magazine, November 1988

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*"Employers spent an estimated \$30 billion last year on training, but some observers feel much of that outlay was wasted. If businesses want to get a bigger bang for their buck in the 90s, they have to make changes."*

Noel Tichy, University of Michigan

## managed human resource development!

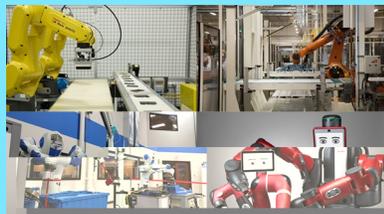


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Yet, technological advances were not the only threat to the once considered stable practice of worker development. In the 1970's, America's reaction to the skill gap was to begin outsourcing the production of entire industries - exchanging declining worker capacity with lower-waged labor...with even lower capacity. First, the steel industry took a hit and entire towns were devastated when the main industry that sustained the economy was dismantled and reassembled in lower-wage countries that minimized their own worker protections, environmental regulations, government taxation and oversight to attract the industry...in some cases incentivized directly or indirectly by our own government.

Next it was the electronics industry in the 1980's. Again, entire communities who relied on the stability of well-paying jobs for their tax base and economic activity were left ravaged as citizens tried to first understand what happened to them, and then tried to figure out a way forward for themselves, their family and the community.

Each time this upheaval occurred the call by public officials was the same, "we need to train workers for the jobs of tomorrow"... "the old skills will not be effective in the new economy"... "America has to reinvent itself." Federal and state government agencies responded to the crisis in a predictable way...more money to the same institutions to increase their capacity to train workers (without changing how they did that). And each time employers responded by spending more money to train workers because the institutions were not delivering what they needed. [Read More](#)

### Changes in ISO 9001: 2015 and Any Effects on Worker Training

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

The new standard ISO 9001: 2015 took effect September 15th, 2015. A transition period of three years will allow affected departments to make the necessary adjustments, but Quality Management Certificates issued under the old standard, ISO 9001: 2008, will have to include the new date.

Re-certification audit planning for the new standard must be performed at least 90 days prior to expiration, in other words by September 14, 2018, and the last audit day cannot exceed the deadline or a full, initial audit must be performed.

The new standard includes a couple of changes that make the new standard easier to implement with other management systems, and focuses more on management commitment and performance and less on prescriptive measures. The standard has a new structure called a "High Level Structure" and introduces the concept of "risk-based thinking." The emphasis is on organizations identifying risks to standardize quality performance and taking measures to "ensure their management system can achieve its intended outcomes, prevent or reduce undesired effects and achieve continual improvement." The revised standard also puts increased emphasis on achieving value for the organization and its customers; in other words "output matters."

The process approach introduced in 2000 as the desired model for quality management systems will become an explicit requirement of ISO 9001: 2015. The standard requires understanding the needs of the clients or customers, end users, suppliers and regulators and the words "document" and "record" were replaced by "documented information," acknowledging the need to broaden the concept in recognition of the advancement in information handling technology.

The new standard has more emphasis on requirements for competent performance of personnel, competence meaning "being able to apply knowledge and skill to achieve intended results." The important role that structured on-the-job training has played so far in ISO/AS/TS compliance now becomes even more critical.

Those companies that already have the [Proactive Technologies™ PROTECH© system of managed human resource development](#) in place already in place already meet the requirements structurally with regard to personnel competency, but management may need to show more commitment and understanding of the important role this plays in quality control. Those who have not addressed the earlier requirements for process-

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driven training in all the major models of quality management - ISO/TS/AS - should begin now to build the infrastructure if they want to meet that requirement under the new standard. [Read More](#)

## Industry News

### Top 10 Manufacturing Countries in 2020

*IndustryWeek - Adrienne Selko*

The 2016 Global Manufacturing Competitiveness

Index forecasts that the top eleven countries will

remain consistent between now and 2020, with some exchange of rankings.

[Read Article](#)



### 10 Terrifically Profitable Manufacturers

*IndustryWeek- Steve Minter*

"The worst crime against working people is a company which fails to operate at a profit," American labor leader Samuel Gompers once said. That's not

a charge that would be brought against any of the following 10

manufacturing companies. In fact, the company that starts off our countdown

finished 2015 in with nearly \$9 billion in net income. Check out our gallery

to see what manufacturer topped the profit list for the IW U.S. 500. [Read](#)

[Article](#)



### 100 Years and Growing: Manufacturers Meet the Challenge of Business

#### Longevity Part 1-4 [SLIDESHOW]

*IndustryWeek - Jill Jusko*

Surviving and growing for 100 years or more is no

easy feat for a manufacturing company. Explore this showcase of

manufacturers that have demonstrated such resiliency. This 4-part series

illustrates companies with roots that go back to the 1800s or before. [Part 1](#),

[Part 2](#), [Part 3](#) and [Part 4](#)



### Bike Production Shifts Gears and Rolls Back to the US

*IndustryWeek - Harry Moser, Founder/President,*

*Reshoring Initiative and Sandy Montalbano,*

*Consultant to the Reshoring Initiative*

After decades of offshoring, established bicycle brands and entrepreneurs are bringing bicycle manufacturing back to the United States as overseas costs rise and companies realize the value of "local for local" production.



Kent International will roll out approximately 350,000 bikes at its Manning, S.C. factory, but expects to produce about 500,000 bikes in the U.S. in 2017, and has set a target to ramp up to more than 1 million bicycles by 2020. [Read Article](#)

### ISM: US Manufacturing Should See Rising Profit in 2017

*Agence France-Presse*

Forecasts are just that - forecasts, obviously - but the 2017 forecast from ISM looks good: after small increases this year, manufacturers expect their revenues to accelerate 4.6% next year.

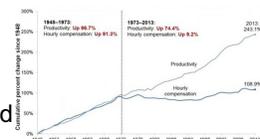
U.S. manufacturing and services firms expect to see rising revenues and profits next year, amid a stronger economy and only modest increases in costs, according to the Institute of Supply Management. [Read Article](#)

### The Threat of Declining Wages

*IndustryWeek - Michael Collins President, MPC Consulting*

Why a national plan to grow manufacturing and fund America's infrastructure is the answer to stagnant middle-class wages.

For the last 35 years, hourly wages have been falling far behind economy-wide productivity. This has led to wage stagnation and inequality, which is now being felt by the majority of middle-class workers.





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## Recent Proactive Technologies News Article Quicklinks

### December:

["Understanding the Important Difference Between Classroom, Online and On-The-Job Training: Knowing the Difference Can Save Your Organization Time, Money and Disappointment"](#)  
by Dean Prigelmeier, President of

Where is this more obvious than in the manufacturing part of the economy. The following graph tells the story. The graph below shows that up until 1973 hourly compensation kept up with productivity. But in the late 1970s, corporations began to go all out to reduce their labor costs. The chart shows that productivity rose 243% from 1973 to 2013 and hourly compensation only grew by 9.2%. [Read Article](#)

## Trump Team Memo Hints at Big Shake-Up of US Energy Policy

*Agence France-Presse*

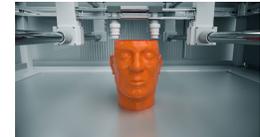
The transition team has asked the agency to list employees and contractors who attended United Nations climate meetings, prompting accusations of a "witch hunt."



Advisers to President-elect Donald Trump are developing plans to reshape Energy Department programs, help keep aging nuclear plants online and identify staff who played a role in promoting President Barack Obama's climate agenda. [Read Article](#)

## Shielding Intellectual Property from 3-D Printing's Paradigm Shift

*IndustryWeek - Mihai M. Vrasmasu and Jesse Camacho*



Once companies start attributing depressed bottom lines to unauthorized 3-D printing, copyright holders will invariably look for ways to push back. But against whom will they push back to regain control over their intellectual property?

Our world is changing. As 3-D printing evolves, we inch closer and closer to a technological threshold that many believe will usher in a new industrial revolution. Today, 3-D printers are becoming commonplace—from industrial to personal use. [Read Article](#)

## Manufacturing Jobs are Returning to Some Places. But These Jobs are Different.

*Washington Post*

The United States has lost millions of factory jobs, but in the last few years, some have come back. Can more return? [Read Article](#)

## Pharma Execs Charged for Fixing Prices on Generics

*Agence France-Presse*

The U.S. Justice Department charged Jeff Glazer, former chief executive of Heritage Pharmaceuticals, and Jason Malek, the former president of the same company, of conspiring with other drug companies to fix prices of an antibiotic, doxycycline hydrochloride, and the diabetes drug glyburide.

## Pharma Execs Charged for Fixing Prices on Generics

U.S. prosecutors accused two former pharmaceutical executives on Dec. 14 of conspiring with other generic drugmakers in the first criminal charges under a wide-ranging antitrust probe of the industry. [Read Article](#)

## GKN Driveline Starting Five-Year CapEx Program

*Forging - Robert Brooks*

GKN Driveline has committed to a five-year, \$179-million capital-investment program at five manufacturing operations in North Carolina, taking advantage of several state and local subsidies in four counties. The manufacturer indicates the investments will add 302 new positions to its payroll in the state, where it already employs an estimated 2,700 workers.



GKN Driveline designs and manufactures a variety of automotive driveline components and systems, including constant-velocity joint (CVJ) systems, all-wheel drive systems, trans-axle systems, and eDrive systems. It is one of four business units of the British engineering group GKN plc. [Read Article](#)

**"Retiring Workers and the Tragic Loss of Intellectual Property and Value"**

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

**"Cannot Find The Right Workers? Why Not Train Workers To Your Own To Specification?"**

Dean Prigelmeier, President of Proactive Technologies, Inc.

**November:**

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

by Dean Prigelmeier, President of Proactive Technologies, Inc

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

By Proactive Technologies, Inc. Staff

**"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.

**OCTOBER:**

**"The Key To Effective Maintenance Training: The Right Blend of Structured On-The-Job Training and Related Technical Instruction"**

Dr. Dave Just, MPACT Maintenance and Reliability Solutions

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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

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

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**Financial News**

**Risky Business: SEC Focuses on Internal Controls**

*CFO.com - Howard Scheck*

A developing trend in the SEC's approach to accounting enforcement has increased risk for public companies in the area of internal controls over financial reporting (ICFR).



Specifically, SEC enforcers have been investigating and prosecuting a broader range of ICFR violations than ever before, raising the stakes for officers certifying SEC filings and others involved in financial reporting. Due to the heightened risk, it is helpful to understand why the SEC has expanded its focus and to consider strategies to minimize exposure and potential consequences. [Read Article](#)

**M&A in 2017: Starting to Cool Off?**

*CFO.com - John Pray III and Jeff Gifford, Contributors*

After a banner year for mergers and acquisitions in 2015 and a choppy but overall good market in 2016, a solid majority of respondents to Dykema Gossett's annual M&A outlook survey don't expect the market to strengthen next year.



Just 33% of the 74 M&A professionals, advisers, and corporate executives who participated in the survey said they anticipated higher deal activity next year, while 47% thought there wouldn't be significant change in 2017 - and no change is still a pretty good outlook, all things considered. Indeed, many of the factors that influenced the market in 2016 will continue to drive the market in the coming year. [Read Article](#)

**Wanted: A Flexible, Attentive Bank**

*CFO.com*

The 2016 CFO Commercial Banking Survey

What makes a bank earn the respect and loyalty of

its corporate customers? In the middle of and just after the financial crisis, many CFOs would have said "a bank with a relatively low-risk balance sheet that won't pull my line of credit without warning." But with U.S.

financial institutions having built larger capital buffers and de-risked their portfolios, the answer has changed. For the third year in a row, the results of the CFO Commercial Banking Survey showed that there's no secret to being a top-notch bank: it's all about the service. [Read Report](#)



**WTO Tells U.S. to Withdraw Boeing Tax Break**

*CFO.com - Matthew Heller*

A finding that a Washington state measure

amounted to an illegal subsidy given the EU a partial victory in a trade battle with the U.S.



The World Trade Organization has given the European Union a partial victory in a trade battle with the U.S., finding that a tax break granted to Boeing amounted to an illegal subsidy.

The EU had filed a complaint over seven separate tax incentives for the aerospace industry that were included in legislation passed by the state of Washington in November 2013. Boeing's key European rival Airbus is backed by the EU. [Read Article](#)

**Getting Value Out of a Middle Market Investment Banker**

*CFO.com - Michael McDonald*

Should business owners hire a middle market

investment banker or are they better off going it alone?

Middle-market business owners looking to sell their companies traditionally have two options: try to sell the company themselves or hire a professional (i.e., a middle market investment banker). Like all professionals, investment bankers don't come cheap though. So do business owners get value by hiring investment bankers or are they better off going it alone? [Read Article](#)



## What's Really to Blame for the Productivity Slowdown

*Washington Post - Robert J. Samuelson*

Our thinking about productivity is cockeyed, according to a new economic report. We're ignoring the real productivity problem: surging costs for health care, housing and education. We need to understand this argument, because it just might be correct.

Unless you've been vacationing on Mars, you know that productivity is the catchword for economic efficiency - and also that we're facing a quiet productivity crisis. Gains in productivity have slowed to a crawl or stagnated. Unless they revive, prospects for higher living standards will fade or vanish.

[Read Article](#)



## Trump Tax Cut Could Add 20% to Corporate Profits

*CFO.com - Matthew Heller*

The new administration's "prioritization of tax reform is potentially a huge plus for the equity markets," S&P says. U.S. companies could be in line for a significant earnings boost if President-elect Donald Trump makes good on his campaign promise of corporate tax cuts, according to Standard & Poor's Investment Advisory Services (SPIAS).

The current federal corporate income tax rate in the United States is among the highest in the world at 35%, while the effective tax rate was only slightly lower in 2015 at 29%. Trump has pledged to reduce the rate to 15% and his nominee for Treasury Secretary, Steven Mnuchin, said last week that tax reform would be at the top of the new administration's agenda. [Read Article](#)



## Top 10 CFO Risks for 2017

*CFO.com - Sean Allocca*

The potential for global developments to unsettle economic conditions and restrict growth opportunities both here and overseas is the top risk cited by executives in a survey from the consulting firm Protiviti and North Carolina State University's Poole College of Management. Seventy-two percent of respondents rated "uncertain economic conditions" as potentially having a significant impact on their companies over the next 12 months. [Read Article](#)



## International News

### China Seizes Opening in US Backyard as Trump Upends Policy

*Bloomberg*

With Trump's "America First" platform, China finds itself in position to become Latin America's primary growth driver, increasing its chances of surpassing the U.S. as the region's largest trading partner.

China Seizes Opening in U.S. Backyard as Trump Upends Policy  
As Donald Trump weighs plans to tear up trade deals and deport illegal migrants from Latin America, Chinese President Xi Jinping is moving swiftly to reset relations in America's backyard.. [Read Article](#)



### PCAOB Imposes \$8M Penalty on Deloitte Brazil

*CFO.com - Vincent Ryan*

Deloitte Touche Tohmatsu Auditores Independentes settles case involving materially false audit reports and an attempted cover-up of violations.

The Public Company Accounting Oversight Board said on Tuesday that Brazil-based Deloitte Touche Tohmatsu Auditores Independentes will pay an \$8 million civil penalty, the largest ever imposed by the PCAOB, to settle charges of issuing materially false audit reports and attempting to cover up audit violations.

In addition to the penalty, the PCAOB announced sanctions against 12 former partners and other audit personnel of the firm. A former engagement partner also was charged with causing the firm to issue materially false audit



reports. [Read Article](#)

## **Morales to Run Again Despite Referendum Loss**

*DeutscheWelle*

Bolivian President Evo Morales has agreed to run for re-election in 2019, defying a referendum that confirmed the legal limit of two consecutive terms. Party officials have suggested several ways to bypass the rule.



The ruling Movement for Socialism party backed Morales unanimously on Saturday, following a party congress in the eastern Bolivian city of Montero. [Read Article](#)

## **France's Left-wing Candidates Prepare for Divisive Primaries**

*DeutscheWelle*

Rivals have lashed out at ex-premier Manuel Valls' candidacy, describing his policies as "pro-market and authoritarian." The candidates have called for large-scale mobilization to "unite the left" before the election.



The president's decision not to run for a second-term reflects populist currents washing across Europe, not to mention the rising far-right National Front. Elizabeth Bryant reports from Paris. Seven candidates have been chosen to run in France's left-wing primaries in January in a bid to win the nomination for next year's presidential election, organizers said on Saturday. [Read Article](#)

## **Venezuela's 100-Bolivar Note Withdrawal Causes Chaos**

*BBC*

Venezuela's highest denomination banknote has ceased to be legal tender, in a move that has caused cash chaos and long queues at banks. Protests against the move led to looting in parts of the country, with shops attacked and roads blocked. [Read Article and See Video](#)



## **DR Congo Crisis Talks 'Suspended' Amid Fears of Political Violence**

*DeutscheWelle*

Talks in DR Congo to resolve a political deadlock are to resume only next week. Mediators fear that a failure to resolve differences between the opposition and President Kabila could lead to political violence. Fears of instability as hopes fade for DR Congo talks



The US and the EU are ratcheting up pressure on the DR Congo leadership to reach a deal with the opposition, who have been angered by President Joseph Kabila's unwillingness to step down. Crisis talks between Democratic Republic of Congo (DRC) President Joseph Kabila's party and the opposition have been "suspended" until next week, said mediators of the Catholic Church on Saturday. [Read Article](#)

## **German, EU Politicians Talk Tough Punishments for Fake News**

*DeutscheWelle*

EU parliament leader Martin Schulz has called for hard, Europe-wide laws to stem the spread of harmful fake news stories. The German government is already looking to draft its own law. EU Parliament President Martin Schulz and Germany's Justice Minister Heiko Maas both came out swinging against fake news on Sunday.



In separate press interviews, the two German politicians discussed concrete plans to create laws banning platforms like Facebook from spreading fabricated stories presented as real news, something both men saw as harmful to democracy. [Read Article](#)

## IMF's Christine Lagarde Found

### Guilty Of Negligence Over

#### 2008 Dispute

*NPR - Rebecca Hersher*

A French court found Christine Lagarde, the current head of the International Monetary Fund, guilty of negligence for improperly overseeing a 2008 case when she was France's finance minister.

The Court of Justice of the Republic, which oversees cases related to alleged misconduct by government officials, did not sentence Lagarde to any prison time, The New York Times reported. [Read Article](#)



## International Trade News

### EU and Canada Make Landmark CETA Pact

*Global Trade Review*

The European Union and Canada signed a landmark Comprehensive Economic and Trade Agreement (CETA) this week after seven years of negotiations and weeks of on-off final talks between EU members. CETA was saved at the eleventh hour after the Wallonia region of Belgium, having deadlocked the deal, came to a compromise with its federal government allowing it to sign up to the pact. [Read More](#)



### Andean Community: Ecuador Joins EU Trade Pact with Colombia, Peru



International Centre for Trade and Sustainable Development

*International Centre for Trade and Sustainable Development*

After years of negotiations, officials gathered in Brussels on Friday 11 November to sign the protocol for Ecuador's accession to the free trade agreement between the EU's 28 member states and two of the Andean Community's other members, Colombia and Peru.

The agreement aims to facilitate greater market liberalisation on both sides of the Atlantic and to foster a more predictable environment for trade and investment flows in both directions.

"We need to create more trade between us because trade is a key factor for growth and jobs in the EU but also for an economy like Ecuador, which wants to diversify and integrate into global value chains. It creates a foothold for European business and an anchor for reforms in Ecuador," said EU Trade Commissioner Cecilia Malmström. [Read Article](#)

### World Tariff Profiles 2016

*World Trade Organization*

World Tariff Profiles is a co-publication of the WTO, ITC and UNCTAD on market access for goods. This annual publication provides comprehensive information on the tariffs and non-tariff measures imposed by over 170 countries and customs territories. [Read Report](#)



WORLD TRADE ORGANIZATION

### Fast Facts About US Trade

*IndustryWeek - Patricia Panchak*

If you focus on the trade deficits that the U.S. carries with its two largest trading partners, Canada and Mexico, you're only getting half the story. The other side is that these two countries also are the U.S.'s biggest importers.



In 2015, Canada, the country that is the U.S.'s top goods importer, imported \$280.3 billion of U.S. goods, while exporting \$295.2 billion to the U.S. [Read Article](#)

### OECD Lifts Global Growth Forecast on Resurgent U.S. Fiscal Policy

*CFO.com - Sean Allocca*

The OECD endorses a Trumpian fiscal stimulus and advises other countries to follow suit.



Global economic growth is projected to rise over the next two years thanks to ongoing or projected changes to economic policies. It will also be buoyed in part by a Trump administration that is expected to follow an expansionary fiscal policy in the United States.

The world economy is expected to grow 3.3% in 2017, up from 3.2% in the previous projection in September, according to a semi-annual forecast by the Organization for Economic Cooperation and Development. Projections were lifted higher for the following year as well, with GDP growth increasing to 3.6% in 2018. [Read Article](#)

## How an Economic Developer is Bringing Factory Jobs Back to Mississippi

60 Minutes - Bill Whitaker

Joe Max Higgins is credited with generating about 6,000 manufacturing jobs in Mississippi's Golden Triangle, one of the poorest areas in the country. How's he doing it?



This past week, Donald Trump cut his first deal as president-elect. He leaned on Carrier, the heating and air conditioning company, to keep 1,000 jobs in Indiana from going to Mexico. The company got a generous tax break in return. In the last few decades, America has lost millions of factory jobs offshore. But you might be surprised to learn U.S. manufacturing is showing signs of coming back due to cheap energy, proximity to customers, and a rising cost of labor in China. Nearly a million manufacturing jobs have been created since the Great Recession. About 350,000 are unfilled because factories can't find properly trained American workers. The new plants demand more brainpower than brawn. It's called advanced manufacturing and if you want to see what it looks like you need to go a place off the beaten track: The Golden Triangle. That's a bit of a misnomer because it's one of the poorest regions in the poorest state: Mississippi. [See Video](#)

## Former Nucor CEO DiMicco Looking to Take Up China Trade Fight for Trump

Bloomberg

DiMicco's experience combating cheap imports from China to Brazil could make him a candidate to head the USTR, according to trade lawyers and steel industry representatives.



Few people embody Donald Trump's vision of fair trade more than Dan DiMicco.

The 66-year-old former chief executive officer of steelmaker Nucor Corp. (NYSE: IWH) learned to fight for his company and his industry by going after his foreign competitors in trade cases. Moving beyond the pro-free trade vision of Nucor's founder, DiMicco led an industry push that eventually persuaded the U.S. government to pile on tariffs as high as 500% on Chinese steelmakers. [Read Article](#)

## US Companies Were Hurt by Trade With China Too

Bloomberg View

Can we confidently assume that U.S. companies will innovate to stay ahead of global competition? New research shows that may not be the case.



David Autor and David Dorn are two human wrecking balls smashing the edifice of economics consensus. For decades, the one big thing economists could agree on was that free trade, on balance, was good for the U.S. economy. Now, in a series of papers with a variety of co-authors, Autor and Dorn have shown that the dramatic increase in U.S. trade with China in the 2000s was a different and far more destructive beast – a phenomenon commonly called the China Shock.

The first of these papers showed that the China Shock left deep and lasting scars on huge swathes of the American workforce. The second demonstrated that the China Shock increased political polarization. Now, together with Gordon Hanson, Pian Shu, and Gary Pisano, the wrecking-ball duo have a third paper, showing that the China Shock decreased U.S. corporate innovation. [Read Article](#)

## The State of US Manufacturing Trade

IndustryWeek - Staff

The trade deficit with China and Mexico dominates the U.S. manufacturing trade discussion.



U.S. bilateral trade with China and Mexico, particularly the growing deficits the U.S. carries with the two nations, generally drives the conversation about U.S. manufacturing trade. With the latest report on U.S. international trade in goods and services, from the Commerce Department's U.S. Census Bureau and the U.S. Bureau of Economic Analysis, Canada just might be moving into the spotlight.

The report covering October, released earlier last week, notes that the trade balance in goods with Canada "shifted from a surplus of \$0.2 billion in September to a deficit of \$1.7 billion in October." Exports to the country decreased by \$0.9 billion to \$22.0 billion, while imports increased \$1.0 billion to \$23.6 billion for the month. [Read Article](#)

## Education and Workforce Development News

### Foxx Named as House Ed Committee Chair

*Community College Daily - Staff*

North Carolina Rep. Virginia Foxx at Mayland

Community College this spring. She previously served as president of the college.

North Carolina Rep. Virginia Foxx has landed the top post on the House Committee on Education and the Workforce.

Foxx announced Friday that she will be the committee's chairwoman for the next session of Congress. A news release says the House Republican caucus approved her as the choice of the House Republican Steering Committee. [Read Article](#)



### What Former Employees Say ITT Tech Did To Scam Its Students

*NPR - Rowan Moore-Gerety*

When he first moved to Miami, Walter Teruel says, working as a recruiter for ITT Technical Institute was a welcome change from his life in New York where he had been selling antiques and life insurance.



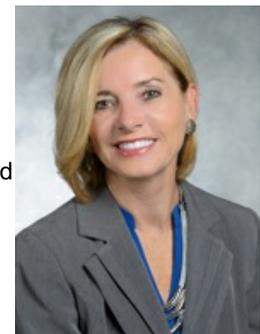
As a recruiter, Teruel says, ITT Tech took care of the pitch to potential students for you. Recruiters used scripts set out in detailed PowerPoint presentations and got long lists of prospective students to call. But soon the welcome change faded. "Most of these students, they were looking for a job," not more school, says Teruel.

When ITT Technical Institute closed, employees began to share tightly designed sales tools, like those PowerPoints, that offered a glimpse into the strategy that helped the company grow to more than 130 campuses across the country. [Read Article](#)

### Attracting Students to Tech Ed

*Community College Daily - Rhonda Tracy*

Many one-year certificate and two-year associate degree programs offered in the community colleges lead to the high-wage, high demand technical jobs that are needed for manufacturing and those induced and indirect industries that support manufacturing. Yet students are not selecting technical pathways at the level that Kentucky needs.



Informal observations and input from students indicate that many students and families still view technical occupations as dark, dirty and dangerous jobs that involve manual labor. Indeed, educators often equate shorter-term education in technical careers as a "less-than" career option, with longer programs educating the "head" while shorter programs educate the "hands." [Read Commentary](#)

## Training and Organizational Development News

### Tooling U-SME Report Reveals Manufacturers Are Not Addressing Skills Gap

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

In 2011, I attended the imX Expo (interactive manufacturing eXperience) in Las Vegas when Tooling U-SME " announced their Mission Critical:



Workforce 2021 initiative and "sounded the alarm that the future success of manufacturing is at risk by the end of the decade if industry does not address the growing skills gap." The event was sponsored by SME (formerly the Society of Manufacturing Engineers) and the American Machine Tool Distributors' Association (AMTDA). [Read Article](#)

### **Know the Difference Between 'Edutainment' and Training**

*Foundry Mgmt & Technology - Evan Hackel*

Lean organizations need individuals who remain alert to changes, adept at decisionmaking, and focused on strategic goals.



U.S. manufacturing businesses are generally lean organizations as a matter of efficiency - they don't pay for things that don't contribute to profitability - but for this to work the individuals working in the organization must remain alert to changes, adept at decision making, and focused on strategic goals. It also elevates the importance of "training" in manufacturing, because effective training not only keeps individuals alert, adept, and focused, but it ensures they remain informed about the steady wave of technological and regulatory changes that (along with profitability) guide organizational strategy. [Read Article](#)

### **Why Smart Manufacturing is a Dumb Idea**

*IndustryWeek - Steven L. Blue, New Equipment Digest*

Someone asked me recently my thoughts on Smart Manufacturing. The so-called IT revolution in the factory. They couldn't believe that I didn't see Smart Manufacturing as the salvation of American manufacturing.



Don't misunderstand me. Smart Manufacturing has a place in reviving American manufacturing. I have a smart factory. We employ the latest in pick to light systems, automated CNC machines, and seamless integration from order inquiry to accounts receivable. [Read Article](#)

## **Quality News**

### **Lessons in Lean Training**

*IndustryWeek - Jill Jusko*

A successful lean organization by definition is a learning organization, but how to best share knowledge can prove confusing. Several lean leaders share their tips.



Relentlessly improve through lean is the operational strategy at Watlow. Here, employees review performance at the gemba.

A skilled welder isn't born fully fledged. Neither is a superior athlete or an excellent attorney. They train. Mastering a language takes instruction and then practice, practice and more practice. So does playing the piano with any skill. Why should mastering lean be any different? [Read Article](#)

### **Quantifying the Financial Benefits of Quality -- the Role of Governance and Transparency**

*APQC - Holly Lyke-Ho-Gland*

This article is the second in a series from APQC examining the benefits of quality.

See Part 1: How You Use Quality Matters

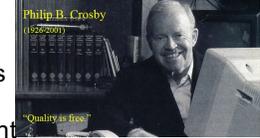


In part one of this series, we discussed the role and uses of quality and its relationship to driving financial benefits from quality. What we found was that, generally, mature organizations' quality systems tend to focus on proactively creating value, rather than simply being relegated to compliance or improvement activities. By doing so, the quality function becomes a strategic partner and can quantify the financial value of its efforts. [Read Article](#)

## Gurus of the Quality Movement

*IndustryWeek - Jill Jusko*

The American Heritage Dictionary defines a guru as "a recognized leader or guide." Another definition reads "an acknowledged advocate, as of a movement or idea."



The members of this slideshow are just that – leaders and advocates of quality, persons who have advanced the breadth and depth of what is meant by quality, who have introduced quality principles to a wider audience, who have contributed in numerous ways to the growth of the quality profession.

[Read Article](#)

## Why Leadership Commitment Won't Guarantee Lean Success

*IndustryWeek - Rick Bohan, principal, Chagrin River Consulting LLC*

If you do a Web search on the phrase "Why continuous improvement programs fail," you'll get about 8 million "hits," give or take a few hundred thousand. I haven't read all 8 million articles, but I've read a lot of them on the topic and most point to leadership failure as the root cause of program failure. The usual line is "lack of leadership commitment causes most continuous improvement failures."



It's hard to disagree with this, of course. We've all seen our share of improvement initiatives that died on the vine when leadership seemed to only be interested in supporting the effort with lip service and not much else.

[Read Article](#)

## Cyber Security and IT News

### Hackers Hit ThyssenKrupp, Eyeing Industrial Secrets

*Agence France-Presse*

BERLIN - German heavy industry giant ThyssenKrupp said Thursday that it fell victim to a hacking attack in which the perpetrators sought to steal company secrets.

Hackers believed to be from Southeast Asia were trying to obtain "technological know-how and research results" from the steel conglomerate, according to a company spokesman, confirming a report in the *Wirtschaftswoche* weekly.

"The attack is over and had been repelled," he said. [Read Article](#)

### Yahoo Hack: 1bn Accounts Compromised by Biggest Data Breach in History

*The Guardian*

The latest incident to emerge - which happened in 2013 - is probably distinct from the breach of 500m user accounts in 2014. Yahoo said on Wednesday it had discovered another major cyber attack, saying data from more than 1bn user accounts was compromised in August 2013, making it the largest such breach in history.



The number of affected accounts was double the number implicated in a 2014 breach that the internet company disclosed in September and blamed on hackers working on behalf of a government. [Read Article](#)

### Can Internet of Things Data Be Trusted?

*Internet of Things Institute - Tom Kaneshige*

In an era of data deluge, knowing which information to trust has never been more important - or harder.



By now, it's clear we live in a bubble of information, an algorithmically imposed closed loop of sources and data spewing out a false narrative. And I'm not just talking about our current political climate, either. Businesses can't make sense of their markets when they don't know what customers are doing on the far edge. Customer satisfaction surveys, like public opinion polls, aren't enough.

The business landscape is littered with companies that created silly products or made foolish decisions based on misleading information from market

research and anecdotal evidence. New Coke comes to mind. But really, it happens all the time. We need better information, a more complete and truthful picture. [Read Article](#)

## Human Resource Management News

### False Positive: Employers Should Re-Examine Drug Testing Policies

*EHS Today - Josue Zamarron in EHS OutLoud Blog*

As safety professionals and HR personnel, we have our employees conduct random, post-accident and new-hire drug tests as a condition for hire. Although the medical reviewing officer (MRO), gives them what they consider adequate time to submit proof of medication, what happens when they can't produce it because they have truly never even tried any drugs? Do we terminate the employee? Do we decide not to hire them?

Do we get rid of maybe one of our best hardest most loyal employee because a test concluded he was positive for opioids because he likes to treat himself to a cream cheese and poppy seed bagel for breakfast? Do we ruin the career of a 20-year long employee because her new weight loss supplement says she is positive for THC - all because some vitamins have hempseeds as a natural supplement? [Read Article](#)

### Attorneys: What Employers Need To Know About Andrew Puzder's Selection As Labor Secretary

*IndustryWeek - Sandy Smith*

The attorneys at law firm Fisher Phillips created this preview of what employers need to know about President-Elect Donald Trump's selection of Andrew Puzder to be Secretary of Labor.



President-elect Donald Trump has announced that he plans to nominate Andrew Puzder to be the next Secretary of Labor. This cabinet-level position heads the U.S. Department of Labor (DOL), one of the federal agencies that has the widest and deepest impact on employers across the country. [Read Article](#)

### Tips for Reviewing Workers' Comp For the New Year

*IndustryWeek - John M. Allen and Philip Sholtz, Goldberg Segalla*

While many factors are driving the costs of workplace injuries higher, these three issues are especially significant. As we close the books on 2016 and look forward to 2017, now is the perfect time for employers to thoroughly review workers' compensation policies and procedures.



Workplace injuries affect approximately 3.7 million workers per year, at a cost to employers of over \$170 billion annually. Upon review, many employers will find that the costs associated with workplace injuries have gone up yet again. [Read Article](#)

## Environmental, Health & Safety News

### Safety Focus: Housekeeping and Maintenance

*EHS Today - Sandy Smith*

SBM Management provides housekeeping and maintenance personnel for over 500 operating locations. EHS Director Dave Stauffer offers his take on how this America's Safest Company keeps employees focused on safety.



The 6,000+ employees of SBM Management provide facilities management services at more than 500 locations throughout the United States, Canada and Latin America. And they do it with an injury rate that is one-third of the rate for their industry.

SBM Management employs both housekeeping and maintenance workers. Both of these groups have specific safety challenges, says EHS Director Dave Stauffer, CSP, ARM. The top safety hazards for housekeeping workers are: [Read Article](#)

## **Labor Secretary Perez: 'Moral Responsibility' to Provide Safe Workplaces**

*IndustryWeek - Sandy Smith*

Fatal injuries are at the highest rate since 2008, and 25 percent are related to motor vehicle incidents.



The number of fatal work injuries involving transportation incidents, the incident leading to the most fatal work injuries, increased in 2015. Roadway incidents were up 9 percent in 2015 - to 1,264 - and accounted for 26 percent of all fatal work injuries. Almost half of these fatalities (629) involved a semi, tractor-trailer or tanker truck.

The U.S. Bureau of Labor Statistics (BLS) today released the National Census of Fatal Occupational Injuries for 2015, with many statistics trending up, rather than down. The occupation with the most fatalities was tractor-trailer or heavy truck operator. [Read Article](#)

## **Attorney Joseph P. Paranc Jr. Talks OSHA Changes: Stepped Up Inspections, Bigger Penalties**

*IndustryWeek - Sandy Smith*

The chemical industry in particular and other industries in general will be impacted by recent OSHA changes regarding penalties, new standards and programs.



"Recent changes in OSHA rules and regulations will affect chemical companies and countless employers of all sizes," veteran labor and employment attorney Joseph P. Paranc Jr. warned at the recent Metropolitan New York Coatings Association (MNYCA) Fall Technical Forum.

The changes facing chemical and other industries include a new proposed beryllium standard, rising penalty amounts, stepped-up rapid response investigations and new and more extensive hazcom (hazard communications) requirements. "Business should ensure they're ready to meet these new challenges," advised Paranc, a Newark, N.J.-based shareholder in national law firm LeClairRyan, who was a speaker at the event. [Read Article](#)

## **A Poor Process Safety Culture at Williams Olefins Plant Contributed to the 2013 Explosion that Killed Two Employees**

*EHSToday - Sandy Smith*

The Chemical Safety Board (CSB) released its final report into the June 13, 2013, explosion and fire at the Williams Olefins Plant in Geismar, La., which killed two employees.



The report concludes that process safety management program deficiencies at the Williams Geismar facility during the 12 years leading to the incident allowed a type of heat exchanger called a "reboiler" to be unprotected from overpressure, and ultimately rupture, causing the explosion. [Read Article](#)

## **OSHA Focuses Enforcement on Amputation Hazards**

*EHSToday - Stefanie Valentic*

Fifty-seven percent of the reported workplace amputations in 2015 occurred in the manufacturing industry, leading OSHA to launch an enforcement initiative in four U.S. states.



The agency announced a "heightened focus" on amputation hazards in Arkansas, Louisiana, Oklahoma and Texas, with a goal to hold more employers responsible and enforce safety regulations. [Read Article](#)

## **Congress Rolls Back Hours-of-Service Rules for Truck Drivers**

*Material Handling & Logistics - Staff*

How safe are the highways? Congress says they're



safe enough, in rolling back Obama Administration hours-of-service regulations.  
Different Views on Trucker Rest Laws Regulation Change  
Last week Congress changed rules issued by the Obama administration with regard to regulations on how much rest truck drivers get.

The rollback of the hours-of-service restart has elicited different views. [Read Article](#)

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