



Proactive Technologies News

In case you missed it, a Proactive Technologies, Inc. representative will be in these specific areas soon!

- **Ohio, Western Pennsylvania and Central West Virginia - May 30th - June 2nd**
- **North Carolina and South Carolina - June 5th - June 8th**

There are still few open time slots available for a free, onsite briefing on the [PROTECH© system of managed human resource development](#) and the [accelerated transfer of expertise™](#). [Contact Us](#) to schedule.

See the Upcoming Events block of this newsletter for more locations this month, or [contact us](#) if you do not see your area listed but want to schedule.

"Full Job Mastery" means "Maximum Worker Capacity" - A Verifiable Model for Measuring and Improving Worker Value While Transferring Valuable Expertise

By Dean Prigelmeier, President of Proactive Technologies, Inc.



It is no secret that with the traditional model of "vocational" education, the burden of the job/task-specific skill development falls on the employer. It is not economically feasible nor practical for educational institutions to focus content on every job area for every employer. So they, instead, focus rightly on core skills and competencies - relying on the employer to deliver the rest. This is where the best efforts of local educational institutions and training providers begin to break down even if highly relevant to the industry sector.

Employers rarely have an internal structure for task-based training of their workers. Even the most aggressive related technical instruction efforts erode against technological advances as every month passes. If core skills and competencies mastered prior to work are not transformed quickly into tasks the worker is expected to perform, the foundation for learning task performance may crumble through loss of memory, loss of relevance or loss of opportunity to apply them.

New workers routinely encounter a non-structured, rarely focused, on-the-job training experience. Typically, the employer's subject-matter-expert (SME) is asked to "show the new employee around." While highly regarded by management, the SME (not trained as a task trainer and having no prepared materials) has difficulty remembering the nuances of the tasks when explaining the process to the new employee, since that level of detail was buried in memory long ago. Each SME, on each shift, might have a different version of the "best practice" for processes, confusing the trainee even more - rendering the notion of "standardization" to "buzzword" status.

New employees have difficulty assembling, understanding and translating the disjointed bits of recollection into a coherent process to be replicated. Each comes with their own set and levels of core skills and competencies, and learning styles vary from the self-learner/starter to the slow-learner worker who, with structure to make sure they learn the right best practice, may become loyal, high-quality workers.

The more time the SME spends with the new employee in this unstructured, uncontrolled and undocumented experience, which is the prevailing method of on-the-job training, the more the employer is paying two people to be non or minimally-

Proactive Technologies' Publications Archive

Download a .pdf version of this issue at the bottom of this month's post on our website's [News & Publications](#) page. While there, check out past newsletters, articles and more.



Sign-up for our free monthly newsletter

In This Issue

[Proactive Technologies' Workforce Development News](#)

[Industry News](#)

[Financial News](#)

[International News](#)

[International Trade News](#)

[Education and Workforce Development News](#)

[Training and Organizational Development News](#)

[Quality News](#)

[Cyber Security and IT News](#)

[Human Resource Management News](#)

[Environmental, Health & Safety News](#)

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):
[PTI1001 - 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)

productive. Adding employees can actually lower short-term productivity and add little to long-term productivity for an organization, but the costs will attract notice internally and may lead management falsely believe the problem is cost related.

Unfortunately, this only describes the costs of inadequate new-hire training. What about the incumbents who made it through the process and are part of the staff? Does anyone know which tasks have been mastered or not? No structured on-the-job training system in place implies no records of task mastery or metrics of worker capacity, therefore no methods for improving worker performance. [Read More](#)

Retiring Workers and the Tragic Loss of Intellectual Property and Value

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



The warnings went out over two decades ago. Baby Boomers were soon to retire, taking their accumulated expertise - locked in their brains - with them. But very little was done to address this problem. Call it complacency, lack of awareness of the emerging problem, preoccupation with quarterly performance, disinterest or disbelief, very few companies took action and the Crash of 2008 disrupted any meager efforts that were underway.

According to **Steve Minter** in an **IndustryWeek Magazine** article on April 10, 2012, "Only 17% of organizations said they had developed processes to capture institutional memory/organizational knowledge from employees close to retirement." Who is going to train their replacements once they are gone? Would the learning curve of replacement workers be as long and costly, repeating the same learning mistakes, as the retiree's learning curve? Would operations be disrupted and, if so, to what level?

"In our new "outsourcing nation," a widely held belief is that employees are simply costs to be cut and not assets to be valued." "Manufacturing faces a two-sided problem: it not only has thousands of people retiring, but it does not have the training programs to train skilled workers to replace them."

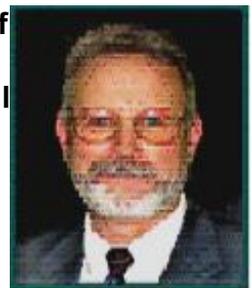
A Strategy to Capture Tribal Knowledge
IndustryWeek- Michael Collins 5-23-16

In the last few years, it seems an alternative to the concentration of expertise in a few subject matter experts has become to use lower-wage temporary or contract workers who specialize in smaller quantities of processes, and who can be "traded-out" with a minimum amount of disruption. History will tell us just how costly that approach was and if anything was learned.

Many in corporate America have come to view all labor as expendable; easy to swap with a cheaper alternative - disregarding the cumulative asset value of the investment made in each. In the June, 2016 Proactive Technologies Report, in an article entitled "[A Strategy to Capture Tribal Knowledge](#)," author Michael Collins notes, "In our new "outsourcing nation," a widely held belief is that employees are simply costs to be cut and not assets to be valued." He goes on to say, "Manufacturing faces a two-sided problem: it not only has thousands of people retiring, but it does not have the training programs to train skilled workers to replace them." [Read More](#)

The Right Assessment is a Good Predictor if Candidate is Able to Learn and Master The Job Classification - Job Relevance is Critical to Legal Compliance and Success

by Jim Poole, President of Lifetime Learning, LLC



There are many types of job assessment instruments. Some are industry-specific, some job-specific and some are skill, competency or behavior preference specific. Job-specific tests are limited to assessing for core skills and abilities required to learn and master the tasks required of a job classification.

There are numerous other commercial tests that employers use. For example, cognitive tests assess reasoning, knowledge, memory and perceptual speed, while physical ability tests measure the ability to perform physical activities to a required level. Medical and mental tests examine health and wellness, and DISC assessments identify behavioral preferences of an individual. Many more controversial tests have come into use since 9-11 under the justification of a "safe work place" such as credit

[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 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:

June, 2017

Colorado (Western and Eastern Slope)

Florida

Kentucky (North and Eastern)

North Carolina (Ashland and Western Area, Charlotte)

Ohio (North-Central, Northeast and Southeast Area)

Pennsylvania (Pittsburgh and Western Area)

South Carolina (UpState and Charleston Area)

Tennessee (Eastern)

checks, English language tests and criminal background tests.

The use of any test can violate federal anti-discrimination laws as enforced by the **Equal Employment Opportunity Commission** if the employer intentionally uses a testing instrument that discriminates based on race, color, sex, national origin, religion, disability or age (40 years old or older). They can also violate these laws if the test's use has a "disparate" impact on a protected class - unless the employer can justify the use within the [EEOC guidelines](#) and in compliance with statutory and case laws.

The [Civil Rights Act of 1964 Title VII](#), [The Americans With Disabilities Act of 1990](#) and [The Age Discrimination in Employment Act of 1967](#) laid much of the legal foundation for these laws. Years of case law further defined the application of these laws for employers. If one test used by an employer is challenged and loses, all other testing activities of that employer are considered suspect.

Employers sometimes do not realize they may be currently using "tests" that, while not labeled a test, fall under federal anti-discrimination laws. Many times these tests were created internally by non-professionals, and without any thought given to the need for compliance. Or these tests may be selected solely based on claims of a "national industry group's" acceptance or that a prestigious institution developed them. It could be these tests are not being used for the audience for which it was designed.

[Read More](#)

The Credibility of "Future of Technology" Predictions and What They Hold for Workforce Development Strategies

by Dean Prigelmeier, President of Proactive Technologies, Inc.

We are bombarded by predictions of the impact of technological innovation on workers of today and tomorrow. We should all take a deep breath, gather all of the information and facts, and process our own conclusions. Many of these predictions have been re-branded and recycled from past predictions, and have yet to materialize to the degree promised. Those rushing to position themselves at the front of these waves, developing long-term strategies to take advantage of the chaos of change, often find they have wasted a lot of their own, and other people's, time and resources while unwittingly serving those who had a vested interest in promoting predictions.

"According to a recent CBS 60 Minutes piece entitled "Brain Hacking," "This is Silicon Valley's strategy to expand sales and brand loyalty. They are busy designing products to grab and hold our attention, similar to strategies used in casino gaming. They design coding for software applications that impact neurological behavior, with regularly scheduled rewards to want you want more. You cannot put down your phone without a cortisol "fight or flight" reaction that makes you want to peek at your phone for relief." Imagine their predictions for the future. Do you think their predictions might be a little skewed toward the products they have planned for us?"

Evolutionary forces (e.g. the movement from an agrarian society to an industrial society) that tend to materialize to the benefit the many who adapt over the few that did not, or could not, are legitimate. This type of evolution is characterized by its slow, steady manifestation, not by starts, stops and completely opposite turns as seen in the many predictions of today.

Many money-driven trends of today are more meant to benefit the few who can afford to adapt or who invest in the "wave" and make a return, over the many who cannot. These movements come and go, leaving the "overly optimistic but not well connected" devotees discredited and demoralized as these waves disappear or continue to morph into the next (what used to be called) "fad."

Wealth and credit is so concentrated in the hands of a few today. They, and the few who have the resources to benefit from following their agendas, are always looking for new ways to drive movements toward their goals to amass more wealth. When these interests move on as they reach the rewards they seek, or change direction when it looks like investor or consumer interest is running out, they tend to leave behind a disrupted society and economy.

A true "futurist" has no vested interest in his or her predictions. Their predictions are based not on popular themes, but on converging trends - trends that might cancel other themes and trends, might preempt fads from gaining illegitimate strength and might change conclusions of where this all leads.

Modern media outlets, concentrated in dense urban areas, have cut back on reporters

West Virginia (North-Central,
South Central)

Virginia (South-Eastern)

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



Classes alone will not close the "skills gap," but structured on-the-job training can...every time!

Under-capacity of workers is an enormous source of untapped value and un-realized return on worker investment. Standardizing task performance - between workers and shifts - to a high bar can add to worker ROI through lower scrap and rework.

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



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

You would be surprised how small of an investment is needed to unlock enormous returns.

There's nothing to lose by contacting us to learn more at:

www.proactivetechnologiesinc.com

and the more costly investigative journalism. They tend to exercise "group think," and race to be the first to report on their new discovery that originated as a press release from some paid organization. They often add hype and flamboyance to entice a reader to read or listen to the story. It is easy for a well-networked, well-financed organization to fund their own "trend" ...or at least create the illusion of one. A good example of this technique is investors who "short" a commodity and, more insidiously, a start-up venture and then "leak news" to naïve or participating network outlets to move the markets in a direction to their benefit, leaving the company's share value and shareholder wealth destroyed.

There are many examples of how popular media has been wrong in their coverage and wrong in their predictions that find themselves in circulation. Anyone basing a long-term policy or strategy, which will have a lasting legacy and impact the many, on today's predictions should do so only after deep, sound analysis and re-analysis. Anyone can make a prediction, but it is those who plan for others around a prediction that have to live with the repercussions and hold accountability.

I have listed **23 of these predictions** that failed to develop, failed to develop to the level predicted or may not materialize at all that illustrate my point: [Read More](#)

Classes Alone Will Not Close the "Skills Gap," But Structured On-the-Job Training Can...Every Time!

by Proactive Technologies, Inc. Staff

Proactive Technologies, Inc. works with many employers, a large number of them manufacturers, to set up structured on-the-job training programs designed to their exact job classification(s), built to train incumbent and new-hire workers to "**full job mastery**" - still the most elusive goal most employers face and the key to "closing the "skills gap." **Under-capacity of workers is an enormous source of untapped value and unrealized return on worker investment**

The [accelerated transfer of expertise™](#) approach can **help any employer quickly and completely train the skilled workers they need AND realize an increase in worker capacity, work quantity/quality and compliance (ISO/TS/AS, engineering specifications and safety) while reducing the internal costs of training.** New-hires and incumbent workers are driven to **full job mastery** and higher levels of return on worker investment (ROWI). The task-based, structured on-the-job training infrastructure is perfect for apprenticeships; instead of marking the calendar for "time-in-job," job-relevant tasks are mastered and documented. **AND, unlike classroom or online training, the cost per trainee decreases with each added trainee once set up.**

This approach makes a worker's mastery of the job the focus, integrating into the company's existing systems and standards by building structure around the loosely arranged worker development activities already in place. By structuring the unstructured worker training to make it work effectively and efficiently, this approach maximizes the use of resources already in place.

Proactive Technologies is confident that, once your firm experiences the [PROTECH© system of *managed* human resource development](#), you will recognize its capabilities to maximize your workforce and cut your training costs. That is why PTI is willing to let your firm find this out at the pace and investment level that you are comfortable first, then work with you to scale up within your budget to reach your goals.

Once a pilot project is underway and if the client is interested, [Proactive Technologies will research worker development state grant sources](#), help prepare an application and submit it. If successful Proactive Technologies will help you make sure you receive the maximum grant amount. Proactive Technologies **has, for decades, successfully helped many clients to defray part or all of their initial investment and/or project expansion.**

[Contact Proactive Technologies, Inc.](#) for more information about this program and a representative will be in touch.

Industry News

US Industrial Production Rises Most in More Than Three Years

IndustryWeek - Bloomberg

The jump in U.S. manufacturing was broad-based and included the largest surge in motor vehicles and parts production since July 2015.

US foundry



American factories flexed some muscle in April, boosting output by the most since February 2014 in broad fashion. Along with gains at mines and utilities, total industrial output was also the strongest in more than three years, Federal Reserve data showed Tuesday.

Highlights of April industrial production:

Factory production rose 1% (forecast called for a 0.4% gain) after a 0.4% drop in March.

[Read Article](#)

GM's Q1 Profit Hits Post-Bankruptcy Record

CFO.com - Matthew Heller

General Motors on Friday posted a record post-bankruptcy first-quarter profit as the No. 1 automaker benefited from a shift to larger SUVs, crossovers, and trucks despite the industry-wide trend of declining sales.



GM's profits soared 33% during the first three months of the year to \$2.6 billion, up from \$1.93 billion a year ago. Earnings per share of \$1.70 per share easily beat Wall Street's expectations of \$1.48 per share.

The company also said its global revenue increased 10.6% to \$41.2 billion and pretax margin profit rose to 8.2%, an improvement of 1.1 percentage points from a year earlier. [Read Article](#)

Personal Income Report for March

US Department of Commerce - Economics and Statistics Administration



Personal income in March 2017 increased 0.2 percent. Nominal personal consumption expenditures (PCE) was virtually unchanged, and real PCE increased 0.3 percent. Nominal disposable income (DPI) rose 0.2 percent and real DPI increased 0.5 percent. The personal saving rate as a percentage of DPI was 5.9 percent in March. PCE price index down 0.2 percent. Core PCE price index (excluding food and energy) down 0.1 percent. [Read Report](#)

Growth in American Manufacturing Jobs? It's Happening in Michigan

The Hill - Gad Levanon and Diane Lim

Today's jobs report reinforces the slow yet steady recovery of the auto industry. Since 2009 when auto manufacturing jobs bottomed out at just over 600,000 jobs, the sector has seen steady improvement: back above 900,000 jobs for the past two years and at 946,300 in April, according to today's report.



Still, U.S. manufacturing and auto manufacturing jobs have yet to reach their pre-recession levels. And as we've said in our Hill column before, the recession by no means can serve as the scapegoat for the challenges facing the manufacturing industry. [Read Article](#)

Manufacturing Critical to US Standard of Living

Material Handling & Logistics Staff

Seventy-one percent of respondents believe that the U.S. should ensure long-term, stable funding for programs that spur innovation and advanced manufacturing.



A high percentage of Americans want their government to invest further in the manufacturing sector. A new survey from Deloitte and The Manufacturing Institute reported that quarters (76%) of Americans surveyed believe the U.S. should invest further in the manufacturing industry. [Read Article](#)

GM Rising, Nissan Falling in New Supplier Relations Survey

IndustryWeek - Laura Putre

Toyota and Honda held steady in the survey over last year, ranking first and second respectively, while GM edged out Ford.



OHIO STATE UNIVERSITY EXTENSION

ALBER ENTERPRISE CENTER



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

See more at [Our Website](#)



THE OHIO STATE UNIVERSITY

© 2017 The Ohio State University



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



[Visit Our Website](#)

© 2017 Lifetime Learning LLC.

SAR Automation and Training



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



SAR Group

Visit [Our Website](#)

© 2017 SAR Automation

MEMORABLE QUOTES

"Tell me and I forget. Teach me and I remember. Involve me and I will learn."

Benjamin Franklin

Recent Proactive

Both General Motors and Nissan have made cost-cutting a priority-but with very different results, according to this year's Supplier Working Relations Index study.

GM has improved its relationships with its suppliers by leaps and bounds, its score up from "Poor" two years ago to the high end of "Adequate" this year, dosing in on "Good." Meanwhile, Nissan is heading in the other direction, ranking lowest of the six U.S. and Japanese OEMs measured in the study. [Read Article](#)

Buffett Laments 'Roadkill' Who Lose Jobs, Says U.S. Must Help

IndustryWeek - Bloomberg

Greater productivity will benefit the world in a general way, but to be roadkill, to be the textile worker in New Bedford" is a painful experience, Buffett said. "It would be no fun to go through life and say I'm doing this for the greater good, and so that shoes or underwear was all for 5% less."



Warren Buffett likened unemployed workers to animals that are helpless to avoid car crashes, and said the U.S. must do more to help those displaced by competition from overseas and technology.

"Nobody should be roadkill," Buffett said on May 6 at the annual meeting of his Berkshire Hathaway Inc. in Omaha, Nebraska. [Read Article](#)

U.S. Army Contracts for \$1B Worth of GE Engines

American Machinist - Robert Brooks

The U.S. Army developed the T700/C17 engine to overcome the shortcomings of 1960s-era turboprop helicopter engines, and to operate reliably in any environment and maintained easily.



GE Aviation reports it has in hand an "indefinite delivery indefinite quantity" contract from the U.S. Army to continue producing the T700 turboshaft engines, which are installed in a wide range of military aircraft, notably the Boeing AH-64 Apache twin-shaft attack helicopter and Sikorsky UH-60 Black Hawk helicopter, both used extensively by the Army. [Read Article](#)

Why Bob McDonnell Talked

CBS 60 Minutes

After the Supreme Court overturned his conviction for corruption, the former Virginia governor could have walked away. So, why go on 60 Minutes? Some feel the US Supreme Court's June 27, 2016 decision in Robert F. McDonnell v. United States opened the door for politicians to take bribes without fear from prosecution. [See Video](#)



If We're At Full Employment, Why Aren't Wages Growing Faster?

LinkedIn - Joshua Wright, Director of Marketing and PR at EMSI

By several measures, the United States is nearing or at full employment. Last week's jobs report-which showed the unemployment rate dropped to 4.4% in April, the lowest in a decade-only accelerated this talking point.

The Economist explains full or maximum employment as a condition when "all the workers who can easily or usefully be hired are working, and new hires can only occur by luring people from other jobs by offering them higher wages."

The increasing wage element of full employment is important, and it's why Neil Irwin of the New York Times argues we haven't reached it yet. Even with employers consistently carping that they can't find workers. [Read Article](#)

Germany's Busy Factories Bring Fastest Growth in Six Years

IndustryWeek - Bloomberg

German manufacturing propelled economic growth to the fastest pace in six years as orders continued to pile up.

A Purchasing Managers' Index for factories jumped to 59.4 in May from 58.2, according to a preliminary report by IHS Markit on Tuesday. That's the highest reading since April 2011. A gauge for services slipped to a 3-month low.



The Bundesbank said on Monday that it expects the region's largest economy to continue to grow "strongly" in the next few months, driven by robust demand both at home and abroad. The momentum will underpin the euro-area recovery as the European Central Bank prepares to debate an exit from extraordinary stimulus.

[Read Article](#)

May:

[**A Simple, Low-Investment Solution to Closing Skill Gaps; New-hires and Incumbents**](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[**Reacting to the Proposed Reversal of Regulations Affecting Human Resources and Safety Can Be Tricky**](#)

by Stacey Lett, Regional Manager - Eastern United States, Proactive Technologies, Inc.

[**The Employers Have the Most Advanced Equipment Available for Training**](#)

by Frank Gibson, Special Projects Coordinator -The Ohio State University - Alber Enterprise Center

[**Proactive Technologies Discount Program Ends, But... "Low-Risk" Pilot Approach Option Remains in Effect**](#)

by Proactive Technologies, Inc. Staff

April:

[**Proactive Technologies Announces Significant Discount Program - March 10th to April 30th, 2017! Free "No-Risk" Consultation Session - Witness Approach for One of Your Specific Job Classifications Before You Decide**](#)

by Proactive Technologies, Inc. Staff

[**Estimating the Costs Associated With Skipping Employer-Based Structured On-The-Job Training**](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[**Employers Say They Struggle With a "Skills Shortage." Yet They Cut the Training Budget. What Gives?**](#)

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

[**Twelve Good Reasons Why Structured On-The-Job Training Should be Part of Your Business Strategy**](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[**Tips for Workforce Developers - Partnerships That Matter...and Last**](#)

by Dr. Dave Just, Mpaact Maintenance and Reliability Solutions

High CEO Pay Is Bad for Investors and Companies

CFO.Com - Brandon Rees - Deputy Director, Office of Investment, AFL-CIO

In 2015, CEOs of S&P 500 companies received, on average, \$12.4 million in total compensation. That was 335 times the average annual pay of production and non-supervisory workers.



In America, today's CEO-to-worker pay ratios are far higher than historic levels. In 1980, BusinessWeek estimated that CEO pay at the largest companies averaged just 42 times that for rank and file workers.

At many companies, CEO pay levels are set based on a peer group analysis of what other chief executives are paid. Over time, this practice can lead to pay inflation. Although some companies target CEO pay at the median of their peer group, others point above the median. In addition, peer groups can be cherry-picked to include larger or more successful companies where CEO pay is higher. [Read Article](#)

How States Are Improving Tax Incentives for Jobs and Growth

Pew Charitable Trusts - Economic Development Tax Incentives

Tax incentives-including credits, exemptions, and deductions-are one of the primary tools that states use to try to create jobs, attract new businesses, and strengthen their economies. Incentives are also major budget commitments, collectively costing states billions of dollars a year. Given this importance, policymakers across the country increasingly are demanding high-quality information on the results of tax incentives.



In the last five years, 27 states and the District of Columbia have made progress in gathering evidence on the results of their economic development tax incentives. Ten of these states are leaders in tax incentive evaluation. They have well-designed plans for regular reviews, experience in producing quality evaluations, and a process for informing policy choices. No state met these three criteria five years ago. [Read Article and Report](#)

The Case Against 'Maximizing Shareholder Value'

NPR Weekend Edition

Bloomberg View writer Joe Nocera talks with NPR's Scott Simon about what happened when American Airlines gave its employees a raise - and Wall Street complained. [Read Article and Hear Interview](#)



The End of the Dollar's Super-Cycle

CFO.com - Christopher Whalen

What do the U.S. residential housing market, the stock market, and the dollar have in common? They all represent bubbles created and driven by the aggressive social engineering of the Federal Reserve's Federal Open Market Committee (FOMC).



We live in an age of asset bubbles rather than true economic growth. The investment world is skewed by the latest round of monetary-policy experimentation by the Fed, including years of artificially low interest rates and trillions of dollars in "massive asset purchases," to paraphrase former Fed chairman Ben Bernanke.

These bubbles are caused and magnified by supply constraints, not an abundance of credit. Whether you look at U.S. stocks, residential homes in San Francisco, or the dollar, the picture that emerges is a market that has risen sharply - more than the underlying rate of economic growth - due to a constraint in the supply of assets and a relative torrent of cash chasing the available opportunities. [Read Article](#)

A Whistle-Blower Tells of Health Insurers Bilking Medicare

New York Times - Mary Williams Walsh

Benjamin Poehling, a former finance director at UnitedHealth Group, in Minneapolis. He contends that his company and



March:

[Proactive Technologies Announces Significant Discount Program - March 10th to April 30th, 2017!](#)

by Staff

[Apprenticeships - An Alternative to the "400 Hours For Drill Press" On-the-Job Training Model](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc

[Challenges Presented by the Widening Skill Gap](#)

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

[Developing the Multi-Craft and Specialty Maintenance Technicians You Need: To Specification, With Minimal Investment](#)

Dr. Dave Just, MPACT Maintenance and Reliability Solutions

[Education-Employer Partnerships That Work](#)

By Frank Gibson, Special Projects Coordinator for The Ohio State University - Alber Enterprise Center

February:

[Tips for Establishing Your Company's Training Strategy - Practical, Measurable, Extremely Economical and Scalable](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[The High Cost of Employee Turnover](#)

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

[Do U.S. Productivity Measures Measure Productivity?](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[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

January:

[Economic Development Opportunities An Important Incentive in Attracting Companies to Your Region](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[Thinking Past the Assessment: Unfinished Goals and Unrealized Expectations](#)

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

[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?](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

other insurers have been systematically bilking Medicare Advantage for years. Credit Ackerman and Gruber for The New York Times

When Medicare was facing an impossible \$13 trillion funding gap, Congress opted for a bold fix: It handed over part of the program to insurance companies, expecting them to provide better care at a lower cost. The new program was named Medicare Advantage. Nearly 15 years later, a third of all Americans who receive some form of Medicare have chosen the insurer-provided version, which, by most accounts, has been a success.

But now a whistle-blower, a former well-placed official at UnitedHealth Group, asserts that the big insurance companies have been systematically bilking Medicare Advantage for years, reaping billions of taxpayer dollars from the program by gaming the payment system. [Read Article](#)

Paying Workers Better Shouldn't Be Bad News on Wall Street

Aspen Institute - Maureen Conway & Mark Popovich

When Wall Street talks, people listen. But perhaps we should listen less and actively question those attitudes more. Take, for example, the recent case of American Airlines.



On April 26, American Airlines (AAL) CEO Doug Parker announced modest pay boosts for his workers. Immediately, stock market analysts blew their gaskets. Several Wall Street analysts accused AAL of excessive consideration to its workforce, depriving investors of their due.

But the spectacle of Wall Street complaining of wage hikes for working people, while rolling in six and seven figure bonuses, is not likely to earn much sympathy. And rightly so. [Read Article](#)

Do Companies Adjust Revenue in Response to Investor Behavior?

CFO.Com - David McCann

A new study offers fresh evidence that companies may manipulate their financial results in response to investor behavior.

The American Accounting Association research, which studied 6,836 public companies over a period of more than 16 years, measured the market's sensitivity to quarterly revenue and earnings results.



For each company in each quarter, the study calculated two metrics to reflect such sensitivity: revenue response coefficient (RRC) and earnings response coefficient (ERC). RRC represents the degree to which stocks rise and fall in response to the disparity between analysts' revenue forecasts and actual performance, and ERC represents the same with regard to earnings. [Read Article](#)

International News

The Rise of China: Managing R&D in the New Superpower

IndustryWeek - Christina Valimaki, Senior Director, Elsevier R&D Solutions.

Domestic Chinese firms have proven to be successful in capturing the growing middle market and narrowing the gap in quality with their international competitors. As a result, there is greater pressure for foreign firms to introduce new, high-quality products specifically designed for China, in order to maintain their price premium.



It's no secret that manufacturing has been at the heart of the Chinese economic miracle over the past four decades. Last year, it made up nearly a third of Chinese GDP - a staggering 25% of all products globally are made by the Asian superpower.

One sector particularly affected is chemical manufacturing - which produces huge amounts of the raw materials and chemicals needed to sustain the current economy.

[Read Article](#)

Economic Boom Continues in Germany Undaunted

Bloomberg

Orders were bolstered by demand from the 19-nation euro area, with investment goods up 7% in the region and consumer goods surging 20.5%.



Click here for the Proactive Technologies Website "[News and Publications](#)" for Past Newsletters and Archived Articles



Classes alone will not close the "skills gap," but structured on-the-job training can...every time!

Proactive Technologies has continued to partner with community colleges, universities, workforce development agencies and training providers with its "[hybrid approach](#)" to worker training.

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



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

Properly aligning workforce development resources maximizes the impact and results. This approach provides the best infrastructure for apprenticeships that last!

German factory orders expanded for a second month as Europe's largest economy picked up speed.

Orders, adjusted for seasonal swings and inflation, rose 1% in March, after expanding an upwardly revised 3.5% in February, data from the Economy Ministry in Berlin showed on May 8.

The typically volatile reading compares with a median estimate for a 0.7% gain in a Bloomberg survey. Orders were up 2.4% from a year earlier, when adjusted for working days. [Read Article](#)

US-Russia Gas Rivalry Set to Dominate as EU Traders Gather

Bloomberg

LNG exports from the US may reach 65 million tons by 2020, which will challenge Russia who is the world's largest exporter of the fuel.



In a market where delays and outages are never far off, the near-flawless start of U.S. liquefied natural gas plants will have European energy traders and executives abuzz when they meet this week at Flame.

How that extra gas will add to a global glut as Russia, the world's largest exporter of the fuel, seeks to pump record volumes to the region will likely dominate talks among the 600 or so delegates meeting for Europe's biggest gas conference in Amsterdam. Supply issues, the outlook for demand and pricing are also on the agenda. [Read Article](#)

Venezuela protests: On Streets of Caracas

BBC's - Vladimir Hernandez

Reports from Caracas, five weeks into anti-government protests.



Despite dozens of people being killed in protest-related violence, the demonstrations show little sign of abating. [See Video](#)

Austrian Political Parties Agree to Hold Snap Elections in October

France24

Austria's snap election will be on October 15, party chiefs agreed on Tuesday after the centrist "grand coalition" collapsed.



The vote could see the far-right Freedom Party (FPÖ), whose candidate narrowly failed to be elected president in December, enter government. The coalition between Chancellor Christian Kern's Social Democrats (SPÖ) and the People's Party (ÖVP) was meant to govern until 2018.

But after months of bickering, the centre-right ÖVP on Sunday appointed a new chief, Sebastian Kurz, who called for early elections. [Read Article](#)

International Trade News

EU, Canada Prepare for CETA Provisional Application



International Centre for Trade and Sustainable Development

The EU and Canada are gearing up for the provisional application of the Comprehensive Economic and Trade Agreement (CETA), with some officials suggesting that this could begin as early as July.

After eight years of negotiations, CETA was ratified by the European Parliament in mid-February. The trade accord has become increasingly high-profile over the years, given the size of the economies involved, its investment dispute provisions, and the geopolitical context regarding trade more broadly. (See Bridges Weekly, 16 February 2017)

Now, pending Canadian ratification, the provisional application of the sweeping trade and investment accord is said to be within grasp. The implementation bill for CETA is currently undergoing a "third reading" in the Canadian Senate and is expected to advance, officials say, with some provinces also needing to make their own legislative changes. Meetings in the senate's foreign affairs and trade committee are going on this week. [Read Article](#)

There's nothing to lose by contacting us to learn more at:

www.proactivetechnologiesinc.com

Copyright © 2017
Proactive Technologies, Inc.
ALL RIGHTS RESERVED

Making Trade an Engine of Growth for All

WTO IMF Worldbank Report

Trade leads to productivity gains and significant benefits for consumers, especially the poor, but can also be responsible for job displacement that must be addressed through sound domestic policies that can help the unemployed get back on their feet, say economists from the World Trade Organization, the International Monetary Fund and the World Bank. [Read Report](#)



Currency Moves Take a Smaller Bite Out of Earnings

CFO.com - Vincent Ryan

Multinationals in Europe and North America lost \$10.47 billion due to currency volatility in the closing quarter of 2016. That sounds like a lot, but on a relative basis it was a tame quarter for currency volatility. A year earlier, multinationals lost \$36.85 billion due to changes in currency values.



Data from FiREapps also shows that 296 North American and European companies reported that moves in foreign exchange rates dented their earnings in 2016's closing quarter, compared with 409 that did so in the fourth quarter of 2015.

"This is the third quarter in a row where less than 30% or more of the North American corporates surveyed reported a currency headwind (negative impact to earnings)," FiREapps stated in its quarterly report on the effect of currency movements on company earnings. The report stated that while lower currency volatility had some effect, the dollar amount could also be lower because many companies did not report material impacts in the quarter. [Read Article](#)

Why Don't More Small Businesses Export?

IndustryWeek - IW Staff

Companies that export grow faster and are nearly 8.5% less likely to go out of business than non-exporting ones.



Small businesses have a large impact on the export market. According to research from SCORE, a nonprofit association for small businesses, 97% of all U.S. companies that export products are actually small businesses.

Exporting is good for business since U.S. companies that export grow faster and are nearly 8.5% less likely to go out of business than non-exporting ones. [Read Article](#)

Monthly Wholesale Trade Watch

US Department of Commerce - Economics and Statistics Administration



The U.S. Census Bureau announced today that March 2017 wholesale inventories were \$594.6 billion, up 0.2 percent from the revised February level and up 3.0 percent from one year earlier. Sales were \$465.5 billion, virtually unchanged from the revised February level but up 9.1 percent from March 2016.

[Read Report](#)

U.S. International Trade in Goods and Services

US Department of Commerce - Economics and Statistics Administration



The U.S. Census Bureau and Bureau of Economic Analysis released new data showing March 2017 international trade deficit decreased 0.1 percent from February, to \$43.7 billion. Exports decreased 0.9 percent, to \$191.0 billion, and imports fell 0.7 percent, to \$234.7 billion. [Review Numbers](#)

China is About to Hold a Giant Meeting on Spending Billions to Reshape the World

CNBC/NBR - Sophia Yan

China has rapidly climbed the ranks to become the world's second-largest economy. Now, the most populous nation on the planet wants to increase its influence by digging further into its pockets - flush with cash after decades of rapid growth - to splash out with its "One Belt, One Road" policy.



The initiative is meant to connect Asia, Europe, the Middle East and Africa to bolster trade and development. This weekend, hordes of foreign diplomats and business leaders are expected to descend on Beijing for a two-day meeting about the policy.

Here's what you need to know: [Read Article](#)

US Strikes Gentler Tone on NAFTA as Talks Countdown Begins

IndustryWeek - Bloomberg

In a notice to Congress, U.S. Trade Representative Robert Lighthizer said the U.S. would prefer to keep NAFTA's three-way structure, a notable comment from an administration that has denounced multilateral deals as unwieldy.



U.S. President Donald Trump's top trade negotiator came out of the gate sounding like he wants to fine-tune the North American Free Trade Agreement, not blow it up as some feared.

During the election campaign, Trump called the trade deal with Mexico and Canada a "disaster" that cost millions of U.S. jobs and hollowed out the manufacturing sector. A few weeks ago, he was weighing whether to pull out of the deal entirely. [Read Article](#)

Education and Workforce Development News

The Red Queen Effect of Higher Education

Community College Daily - Jack Brown

As I mingled in the crowd of professors and administrators at my first American Association of Community Colleges (AACC) Pathways Project conference near Houston, Texas, the phrase "Here we go again" crossed my mind.



There has been no shortage of ideas, projects and conferences claiming to solve the various issues facing higher education, such as increasing attendance or retention, improving critical thinking skills or lowering costs. [Read Article](#)

West Virginia Higher Education Policy Under Scrutiny

Wheeling News-Register - Intelligencer - Michael Erb

West Virginia lawmakers could consider a plan next year that would change the funding method for the state's colleges and universities.

*The Intelligencer.
Wheeling News-Register*

Delegate Paul Espinosa, R-Jefferson, and Senate President Mitch Carmichael, R-Jackson, are in agreement that the current system - in which the Legislature allocates funding for each of the state's colleges and universities through appropriations in the general fund budget - does not appear to be working.

Instead, they believe tasking the West Virginia Higher Education Policy Commission with determining funding for the schools makes more sense, as that agency has a better understanding of how the colleges and universities work - and, in turn, could devise a better method for funding them. [Read Article](#)

Building a New Structure

Community College Daily - Douglas J. Guth

When Jianping Wang joined Mercer County Community College (MCCC) as the college's president in July 2015, she was quick to vocalize the unprecedented challenges facing community colleges today, among them declining enrollment, decreasing public funding and increasing demand for higher graduation rates.

Such fundamental problems called for reexamination of the school's foundation, an assessment Wang deemed necessary to ensure her students entered the working world as productive employees and engaged citizens. [Read Article](#)



The Promise and Peril of School Vouchers

NPR Morning Edition - Cory Turner

Wendy Robinson wants to make one thing very clear. As the long-serving superintendent of Fort Wayne public schools, Indiana's largest district, she is not afraid of competition from private schools.



"We've been talking choice in this community and in this school system for almost 40 years," Robinson says. Her downtown office sits in the shadow of the city's grand, Civil War-era Cathedral of the Immaculate Conception. In Fort Wayne, a parking lot is the only thing that separates the beating heart of Catholic life from the brains of the city's public schools. [Read Article](#)

Perkins Bill Moves Toward House Vote

Community College Daily - Matthew Dembicki

The House Education and the Workforce Committee on Wednesday passed by voice vote a bill to revamp the Perkins Act, which is a key source of federal funding for many community colleges' workforce development programs.

The bill - the Strengthening Career and Technical Education for the 21st Century Act (H.R. 2353) - has strong bipartisan support from the committee, with many members taking an opportunity during the markup to comment on the importance of developing a skilled workforce for jobs that are currently available as well as emerging careers.

[Read Article](#)



Trump's Budget Looks to Cut CTE, Job Training

Community College Daily

President Donald Trump's proposed budget for fiscal year 2018 includes expected cuts to several student aid programs, but it also has a few surprises, such as lower funding for career and technical education and job training programs.



As outlined in his preview budget in March, the president's full budget would rescind \$3.9 billion from the Pell Grant program's surplus, eliminate funding for the Supplemental Educational Opportunities Grant (SEOG) program and cut the Federal Work Study (FWS), TRIO and GEAR-UP programs. [Read Article](#)

Training and Organizational Development News

50 Years in the Trenches: Five Lessons on Teamwork

IndustryWeek - Ritch K. Eich

The author shares the views of CEOs and other experts on building teamwork and his own formula for success with teams.



Business executives and managers today receive more unsolicited advice on team work from newspaper columns, magazine articles, blogs, academic journals and professional meetings than they have the time to read or pay attention to. Many of the articles are of the self-help variety but often have just one point of view.

Having worked in four industries-agriculture, health care, the military and higher education-and having served on multiple boards of directors and trustees, I, too, have my own ideas about how to develop and sustain teamwork in multiple work settings (I'll get to that soon). [Read Article](#)

R. Alexander Acosta Sworn in as Secretary of Labor

EHS Today - Sandy Smith

Labor Secretary Alexander Acosta arrives for testimony before the Senate Health, Education, Labor and Pensions Committee during his confirmation hearing March 22 in Washington, DC. Win McNamee/Getty Images



R. Alexander Acosta was sworn in on April 28 to be the 27th U.S. Secretary of Labor. Acosta served in three presidentially appointed, Senate-confirmed positions previously. In 2002, he was appointed to serve as a member of the National Labor Relations Board, where he participated in or authored more than 125 opinions. In 2003, he was appointed assistant attorney general for the Civil Rights Division of the U.S. Department of Justice, and from 2005 to 2009 he served as the U.S. Attorney for the Southern District of Florida. [Read Article](#)

Tool and Dying: Auto Leaders, From Ford to FCA, Brainstorm on Saving the Shops that Sustain Them

IndustryWeek - Laura Putre

Blame it on NAFTA or lax trade enforcement, but the Made in the USA journey has domestic roadblocks, too. Here's one: the skilled workers who make the molds and tools used in automotive parts manufacturing and assembly are on the fast track to extinction.



Nearly 75% of tool and die makers are over age 45, according to data from the Bureau of Labor Statistics. Only 2% are younger than 35. Two out of five are either already

Quality News

Who Identifies Your Potholes?

IndustryWeek - by Becky Morgan, President, Fulcrum ConsultingWorks Inc.

The potholes on northern roads are mindboggling. Now as rumors of Spring abound, city trucks are out allegedly filling them. Those patches sometimes last 24 hours, sometimes less, sometimes more. But they do not fix the problem.



This happens after 100's of cars have broken wheels, flattened tires, and in some cases, damaged the undercarriage. Oh yes, and wrecked trying to avoid potholes large enough to be named.

Cities work hard to avoid responsibility for those damages, and defend themselves with the ignorance claim: "We didn't know about that one so had no chance to fix it." [Read Article](#)

A Reason to Do Lean and Six Sigma Executives Will Embrace

IndustryWeek - John Dyer, President, JD&A - Process Innovation Co.

What is the actual, demonstrated output of your organization's system (production parts or service hours)? Does it change from week to week, day to day, even hour to hour? If so, then you are dealing with "capacity leaks" that will result in significant profit losses.



Early in my career, some 30 years ago, I had a conversation with my boss that went something like this:

Boss: "Yeah, Dyer, what do you want now?"

Me: "I was reading in the latest issue of IndustryWeek magazine (the company provided subscriptions to all of the engineers) that in Japan, they are now using teams of shop-floor employees to help them solve their quality problems. I think we should give this a try." [Read Article](#)

Cyber Security and IT News

Watchdog Probing Customs' Demand to Twitter

CFO.com - Matthew Heller

The U.S. Department of Homeland Security's internal watchdog is investigating whether Customs and Border Protection improperly demanded that Twitter identify critics of the Trump administration's immigration policies.



The demand for the identify of the owners of the Twitter account @ALT_uscis was withdrawn soon after the social media company filed a lawsuit on April 6 alleging CBP was attempting to suppress dissent. On April 7, Sen. Ron Wyden (D-Ore.) wrote the agency requesting that it conduct an internal review of its issuance of the summons. [Read Article](#)

As the Digital Ecosystem Grows, So Do Threats to the Security of an Organization's Data Stores.

CFO Magazine - Chris Schmidt

Check the news. The consequences of a data breach can be devastating to a company's finances and its brand reputation. And there's no single way to block virtual intruders, whose schemes are constantly evolving.



A recent CFO Research study, *Cyber and Data Security in the Middle Market*, confirms that the need to thwart cyber-hackers unites U.S. finance leaders across industries. The study, conducted in collaboration with U.S. Bank and Visa, is based on 316 online survey responses and 5 in-depth interviews. The U.S. senior finance executives polled work at companies with annual revenues between \$25 million and \$500 million.

The survey finds that 21% of respondents have had business activities disrupted by hackers in the past two years - compared with 37% who report having had physical property swiped during that same period. Still, 6 in 10 (60%) report having lost time and resources as a result of managing a security breach (see Figure 1). [Read Article](#)

Long Before 'WannaCry' Ransomware, Decades Of Cyber 'Wake-Up Calls'

NPR All Tech Considered - Alina Selyuhk

In this photo dated Aug. 23, 2010, Iranian technicians work at the Bushehr nuclear power plant, where Iran had confirmed several personal laptops infected by Stuxnet malware.



By latest counts, more than 200,000 computers in some 150 countries have been hit by a cyberattack using ransomware called WannaCry or WannaCrypt, which locked the data and demanded payment in bitcoin. The malware was stopped by a young U.K. researcher's lucky discovery of a kill switch, but not before it caused hospitals to divert patients and factories to shut operations.

The origins of the malicious software - which feeds on a Microsoft vulnerability - trace back to the National Security Agency: cybertools stolen from the government and posted publicly in April. Microsoft had issued a patch in March. (And here are good tips to generally secure yourself.) [Read Article](#)

Human Resource Management News

Businesses Push Back On Paid-Sick-Leave Laws

NPR Weekend Edition - Yuki Noguchi

Sandy Robson (left) and Crystal Hall rally for legislation for paid sick leave on April 11, 2016, in Annapolis, Md. Under a bill recently sent to Gov. Larry Hogan, businesses with 15 or more full-time employees would be required to allow workers to earn at least five paid sick days a year.



Nearly three-quarters of private sector workers receive paid sick days from their employers, though there is no federal mandate requiring it. In recent years, dozens of states, cities and counties have passed their own ordinances, which typically require employers to provide between three and seven paid sick days a year. [Read Article](#)

Retaining Light Industrial Workers: It's Not Just About the Money

IndustryWeek - Todd Cross, President/COO, BeIFlex Staffing Network

Retaining talented light industrial workers during a labor shortage can be challenging. Even when a company offers its best possible hourly wage, a neighboring facility is often paying more.



A strong retention program can make the difference between keeping and losing a talented employee. Here are some strategies to help reduce turnover:
Develop an Effective Onboarding Program: [Read Article](#)

Employers Beware: 63% of U.S. Workers Are Open to Leaving

IndustryWeek - Bloomberg

Almost two of every three workers at mid-sized employers are open to leaving for another job, according to a new survey.



The ever-tightening job market holds a message for U.S. employers: work harder to hold on to employees, or they'll be gone. Almost two of every three workers at mid-sized employers are open to leaving for another job, according to a just-released 2016 survey from the ADP Research Institute. While a 13% increase in pay would be a trigger to move, 46% of employees said they'd consider another job even at the current salary or less, provided other expectations such as a better career path were met. [Read Article](#)

Changes in Workplace Regulations? Don't Hold Your Breath

IndustryWeek - Staff

Employers expect the Trump administration to "prioritize" easing workplace regulation, but they're less confident in whether that change will actually happen, and if it does happen, whether it will affect them.



A survey of 1,229 in-house corporate attorneys, HR professionals and C-suite executives by employment law firm Littler, found that uncertainty is high among employers, and it's related to the new administration in the White House and the technological disruption happening in society. [Read Article](#)

Cal/OSHA Cites Building Supply Company for Fatal Forklift Accident

EHSToday - Sandy Smith

A 60-year-old California worker was crushed beneath the forklift he was operating when it tumbled off the edge of a ramp at the loading dock.



On Nov. 21, 2016, a 60-year-old forklift operator was transferring building supplies from the Good View Roofing & Building Supply Corp.'s warehouse to a customer's vehicle. When the forklift descended a sloped ramp, a bag of mortar mix fell off the load and blocked the front right wheel.

The operator reversed the forklift to free the bag of mortar and while doing so, turned the steering wheel so that the back wheel went over the edge of the ramp, tipping the five-ton forklift over. The worker attempted to jump out of the cab and was fatally crushed by the forklift. [Read Article](#)

Are Injuries Still the 'Cost of Doing Business' at Some Companies?

EHSToday - Sandy Smith

New research conducted by Professors Judson Caskey of the UCLA Anderson School of Management and Naim Bugra Ozel from the Naveen Jindal School of Management at UT Dallas and published in the Journal of Accounting and Economics finds that managers of U.S. companies facing market pressures to meet earnings expectations may risk the health and safety of workers to please investors.



Ozel and Caskey found the cause of the increase in injuries to be related to efforts to increase production and profits by increasing employee workloads and spending less on training or preventative maintenance. Companies that comfortably beat or completely missed analysts' projections had lower injury and illness rates than those companies which appeared to be scrambling to meet or slightly exceed analysts' projections. [Read Article](#)

Ohio Auto Insulation Manufacturer Faces \$500,000+ in Fines Following Amputation of Worker's Hand

EHSToday - Sandy Smith

An Ohio auto insulation manufacturer faces \$569,463 in proposed penalties after a shredding machine amputated a 46-year-old worker's right hand, wrist and part of his forearm two days before Christmas.



An auto insulation manufacturer in suburban Toledo faces \$569,463 in proposed penalties following an OSHA investigation triggered by a report that a machine amputated a 46-year-old worker's right hand, wrist and part of his forearm two days before Christmas.

Investigators found the injury occurred while the worker at Autoneum North America was guiding waste materials into a shredding machine. His arm was caught in the machine's point of operation - a circular drum that shreds the fabric fibers for reuse. OSHA found the company failed to equip the machine with adequate safety guards when the Dec. 23, 2016, injury occurred. The agency issued three willful and two repeated violations of machine safety procedures.

OSHA cited the company for:
Inadequate machine and point of operation guarding.

Failing to properly train workers on machine specific procedures for isolating energy sources.

Lack of proper "locking out" equipment to prevent unintentional energization.

Exposing workers to struck-by hazards from machine components. [Read Article](#)

