



Proactive Technologies News

A Simple, Low-investment Solution to Closing Skill Gaps; New-hires and Incumbents

by Dean Prigelmeier, President of Proactive Technologies, Inc.



Proactive Technologies, Inc. has worked with many employers over the years, establishing and technically supporting cost-effective, task-based structured on-the-job training programs. For each employer, every effort is made to tailor the worker training system to accommodate the employer's budget, job classifications (even unique training programs for each job classification in each department), business goals and manage the system through all types of change. Unlike some products or services that require the employer to change practices that work in order to utilize them, the [PROTECH© system of managed human resource development](#) is built around what is working for the employer, incorporating established information such as work processes and specifications, safety standards, quality standards, etc. This approach minimizes the need for the employer's culture to drastically change what works for them, focusing instead on improvements in an area of weakness.

"There is no doubt this approach is effective. After all, what is better: unstructured and haphazard worker training that cannot be explained, measured, improved or understood, or structured on-the-job training for all workers that is easily measured, implemented, improved and explained to auditors?"

The main steps used to build an employer-based structured workforce development system starts with understanding the desired outcome first:

1. **Determine the Employer's Need and Agree on Strategy:** How has the client been (or not been) training workers until now; what are the current and projected staffing levels for incumbents and new-hires along with attrition rate and reassignments; is the culture supportive of training workers and see it as vital to competitiveness; are any task-based documents available and are they in use (e.g. work processes, quality standards, safety standards); which jobs are targeted and why; is the company following any quality mandates such as ISO/TS/AS and do they have any quality programs underway such as LEAN, Six Sigma; what is the budget for setting up the structured on-the-job training program and implementation. A strategy encompassing all of these points is prepared for the employer before an agreement and timetable is confirmed.
2. **Job/Task Analyze the Target Job Classifications:** The analysis is always performed using the employer's subject matter experts to develop task lists of each targeted job classification, then each task is analyzed further for the best practice; also identified are relevant components that lead the trainee to reach "task mastery;" a review of data by subject matter experts is held to reach a concurrence on data; materials to structure the on-the-job training are created (the **PROTECH© software system accelerates the data collection process and automatically generates all of the tools of the human resource development process from the data - materials are ready in minutes not years...at a fraction of the cost of manual development. One revision updates all reports.**) [Read More](#)

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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.



Political winds frequently change direction, sometimes leading to calls to create or unwind existing labor and safety regulations. Enacting and implementing changes to company policies, and disseminating changes to the troops, in response takes more thoughtfulness and planning. Regulations and laws that have evolved over time as the result of events that set them in motion usually have some fundamental rationale that everyone can agree with, or they would have been badly battered during public hearings and public review. The disagreement usually revolves around scope, impact of the law on the non-offenders, and ideological divides.

Congressional changes to labor laws or presidential executive orders usually do not take effect overnight. It may take years for a bill to clear the House and Senate for the president's signature and/or for the affected agency to make the transition. There will be many impacted groups waiting to litigate the change and the court process can take years with appeals to higher courts. If shot down in whole or in part, then it will be remanded to the lower court to find a legal solution, before potentially starting another series of legislative activities.

While all this is going on, political tides that brought in the change may begin to turn back. Often one political party or the other overreaches, or misreads their constituents and acts against their voter's interests. The make-up of Congress and or the presidency in the next election may push the pendulum back.

A good strategy for employers during days like this is to try to learn as much as possible about the proposed changes. No matter if industry groups are behind the successful push for changes in laws and regulations, this does not mean the changes will survive. So, it is a good idea to remain pragmatic and realistic during these times. Try to project how the change will be received by your customers and by employees in your organization. Then weigh the benefits of making policy revisions to incorporate the regulatory changes versus the costs of the policy changes - including financial costs, costs to morale (if any) and the costs if these government changes are later reversed and the company has to reverse its policies to match.

Some other considerations are: [Read More](#)

The Employers Have the Most Advanced Equipment Available for Training

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



Community and technical colleges, career centers and joint vocational schools have always struggled with how to make a positive difference in workforce training. They often bear the brunt of criticism for the "skills gap" employers report when, in reality, employers share equally in the responsibility. Educational institutions have only the resources and capacity to provide core skill training upon which only employers can then provide on-the-job training to drive trainees to the job mastery needed.

Educational institutions are often tempted to assume more of the employer's role in worker development but run into budget, feasibility and practicality limitations. This distracts them from their very important role of maintaining perpetually relevant core skill and related technical instruction that a high-quality technical education requires. Trying to provide all things to all employers never was the role of educational institutions so they should not take it too personally when good-intentioned efforts do not reach the expectations for them.

These institutions are often encouraged to use their limited resources to buy equipment or build facilities in order to support "customized, hands-on training." The employer already has the facility and the latest technology in that community. The hard part has been convincing the employer that the school has a viable strategy that makes the employer want to imbed structured on-the-job training into the onsite natural order of learning the job. It would be even harder to convince them a training program, targeting a specific job of theirs, can be more effective offsite at a training facility than onsite.

(45 minutes)

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

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(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:

May, 2017

Colorado (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)

Technology shifts so fast these days, and the focus of workforce training is so volatile, that it makes little sense for educational institutions to purchase equipment for training when only a few employers have similar equipment and the equipment may be obsolete before the school gets through the purchasing, installation and instructor training stages let alone before someone completes a 2-year training program. In addition, the company or companies that were targeted for this training might be acquired, closed or moved - leaving before any return on the investment of time, money and facilities are realized.

The Ohio State University - Alber Enterprise Center has partnered with Proactive Technologies, Inc. on job-specific worker training projects since 1996. Over the years, the "hybrid model" at the center of these projects focused resources very efficiently and effectively to provide the proper blend of structured on-the-job training and related technical instruction. Our Center provides a selection of remedial and related technical instruction (through our courses and those provided by our network of training providers) - selected from the thorough job/task analysis data collected and used by Proactive Technologies to set-up the onsite employer-specific structured on-the-job training programs. This helps us to provide the client-employer's workers with core skill instruction that is "content relevant. [Read More](#)

Proactive Technologies Discount Program Ends, But.. "Low-Risk" Pilot Approach Option Remains in Effect

by Proactive Technologies, Inc. Staff

The Proactive Technologies, Inc.'s Discount Offer expired April 30th. However, discounts are still offered for "economies of scale" (the larger the project, the larger the savings due to coordinated travel, production costs and labor). PLUS, Proactive Technologies has continued the "low-risk" project pilot approach offer for those employers who need to make the case to management before rolling out a larger project.

This [accelerated transfer of expertise™](#) approach is a tremendous offer without the discount. This 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. Structuring the unstructured worker training to make it work effectively and efficiently.

Once Proactive Technologies, Inc. understands the client's needs, a proposal will be created that outlines the activities in 2-phases:

- **Phase 1 - One Job Classification Structured On-The-Job Training Program Creation and Implementation** to prove the concept and approach to the client before the client expands the project to other areas;
- **Phase 2 - Expand Project to Include Other Job Classifications.** Making the case to management for expansion is easier when an in-house pilot project eliminated the risk. The larger the scale-up the larger the discounts for "economies of scale."

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.

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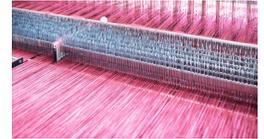
Industry News

Rethinking Your Supply Chain in an Era of Protectionism

Area Development/Harvard Business Review - Justin Rose and Martin Reeves

Most U.S. and European companies have spent the past 20 years concentrating more and more of their manufacturing in East Asia to reduce costs by exploiting labor-arbitrage opportunities and address the promise of that rapidly growing market. It's time for them to rethink their supply-chain strategies. Adjusting to new economic realities as well as political and economic uncertainties will require making their supply chains much more resilient.

There are three reasons a rethink is due: [Read More](#)



Trump Visa Changes Toughen Hiring of Foreign Programmers

IndustryWeek - Bloomberg

The new guidelines require proof the jobs are complicated and require more advanced knowledge and experience.



The U.S. Citizenship and Immigration Services agency issued a memorandum that makes it harder for companies to bring foreign technology workers to the U.S. using the H-1B visa process.

The new guidelines, issued late Friday, require additional information for computer programmers applying for the work visa to prove the jobs are complicated and require more advanced knowledge and experience. The new policy is effective immediately, so it will change how companies apply for the visas in an annual selection process that begins Monday. [Read Article](#)

Boeing Wins \$3 Billion Iran Sale in Potential Test for Trump

IndustryWeek-Bloomberg

The latest jet transaction puts Trump's policy of promoting U.S. manufacturing jobs into conflict with the administration's vow to take a tougher stance on the Islamic Republic.



Boeing Co. landed its second jetliner sale to an Iranian airline since the 1970s, a \$3 billion deal that sets up a test of the planemaker's ties with President Donald Trump.

The pact with Iran Aseman Airlines to purchase 30 of Boeing's 737 Max planes adds to a separate \$16.6 billion agreement with Iran Air, which the Chicago-based manufacturer is still finalizing. If completed, the transactions would be the first U.S. aircraft exports to Iran since the Shah era. [Read Article](#)

A Century in the Making: A Salute to Manufacturing Company Longevity

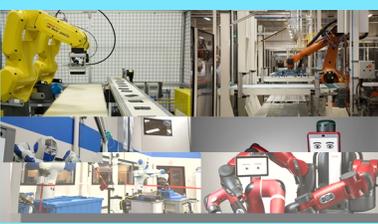
IndustryWeek - Jill Jusko

Enjoy IndustryWeek's latest showcase of long-lived manufacturing companies. Each of these manufacturers have a history that spans at least 100 years. We salute their endurance, resilience and ability to innovate in a rapidly changing environment.



Each description includes links to further information about each company's history. Additionally, scroll below each slide to find links to additional IndustryWeek slideshows saluting manufacturing's enduring companies.

These are displayed in alphabetical order. [See Slideshow](#)



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No H-1B, No Problem: Tech Companies Set up Foreign Workers in Sunny Guadalajara

IndustryWeek - Bloomberg

Why not park your non-American workers a four-hour flight from San Francisco?



There's a tech-loving governor in Mexico who sees opportunity in the hassles the Trump administration might create for companies eager to hire foreign engineers and coders: He'll find cubicles for them.

Aristoteles Sandoval has been making his pitch to Silicon Valley, selling what he considers the world's second-best technology nerve center to the likes of Facebook Inc. and Tesla Inc. If you can't import the talent you need, Sandoval has been telling them, there's a way around the problem in Guadalajara. After all, most of the big companies have research centers, factories or satellite offices in the picturesque city. Why not park your non-American workers a four-hour flight from San Francisco?

[Read Article](#)

Brain Hacking

CBS 60 Minutes

That phone in your pocket is like a slot machine. Every time you check it, you're pulling the lever to see if you get a reward.

At least that's how former Google product manager Tristan Harris sees it. This week on 60 Minutes, he tells correspondent Anderson Cooper that Silicon Valley programmers are engineering your phone and its apps to make you check them more and more.

Take Snapchat. It's the app that teens rank as "most important social network," according to a Piper Jaffray report, and it's keeping teens hooked by design. Snapchat's "streaks" feature shows the number of days in a row that two people have traded photos, and the anxiety of breaking a streak is real. [See Video](#)

Gearing Up for a Manufacturing Revival

CFO Magazine - Russ Banham

Ten years ago, American manufacturing was an oxymoron, as so much of what was sold by domestic manufacturers was produced outside the nation's borders. This paradigm may now be altering, promising a new age for U.S. businesses that make things. How could manufacturing, a sector that has lost more than 35% of its jobs since 1979, return to its former glory?



A key factor in the change is President Donald Trump, who has pledged to return domestic factory jobs lost to foreign sources of cheap labor. The White House also seeks a reduction in the corporate income tax rate, wants to allow companies to be able to immediately deduct capital spending for tax purposes, and vows to peel back an assortment of regulations that Trump says put U.S. companies at a competitive disadvantage—all good news for American manufacturers. [Read Article](#)

U.S. Factory Activity Posts 7th Straight Gain

CFO.COM - Matthew Heller

U.S. manufacturing activity rose for a seventh straight month in March while employment in manufacturing climbed to its highest level since June 2011, according to the Institute for Supply Management.



In its latest Report on Business, the ISM said its index of national factory activity fell slightly to 57.2% last month from 57.7% in February. Economists polled by MarketWatch had forecast a reading of 57.8%.

A reading above 50 indicates an expansion in manufacturing, which amounts to about 12% of the U.S. economy. For the second straight month, 17 of the 18 industries tracked by ISM said they are in expansion mode, which hasn't happened for almost three years. [Read Article](#)

Republican Regulatory Reform Agenda Advances Under the Radar

HML News - David Sparkman

The focus on political turmoil and scandal diverts attention from progress in dismantling the regulatory edifice erected during the Obama era.



With all of the other headlines dominating the news these days it is easy to lose sight

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of many things going on, including the steady, progress towards achieving real regulatory reform at the federal level.

If the progress has been stop and start, a large part of the reason is that many high-level posts in the Trump Administration have yet to be filled. This is not just because of foot-dragging by Senate Democrats in approving Trump nominees, either. There are literally hundreds of empty positions Trump has not nominated anyone to fill. [Read Article](#)

Here's One More Thing to Blame on Senior Management

Bloomberg News - Noah Smith

When I was studying for my doctorate in economics, a friend was studying for his in strategy. When I asked to explain the difference between the two fields, he said it boiled down to one thing – economists assume that companies behave optimally, while strategists try to find ways they can do better. In some corners of the econ world, that difference is pretty stark – models assume that all companies are identical profit-maximizing machines. Elsewhere, economists admit that some companies do better than others, but don't think about why, or how to improve the laggards.



A few economists, however, take the problem of inefficient corporate management very seriously. With differences in company performance becoming more important for the economy, these researchers are stepping up their investigations into the value of good management. [Read Article](#)

The Shattering of an All-American Town

CBS News Moneywatch

Lancaster, Ohio, may not be a household name, but chances are every American has touched a glass or baking pan made by its Anchor-Hocking glassware factory. The factory town was once the type of thriving Midwestern city that buoyed the nation's economy after World War II. In 1947, Forbes dedicated a front-page piece on Lancaster, proclaiming, "This is America." [Read Article](#)

General Motors Quits Venezuela After Officials Seize Plant

Area Development Online/NBC News - Alexander Smith

General Motors said Wednesday it has been forced to stop operating in Venezuela after one of its plants was illegally seized by local authorities.



The seizure, in the country's industrial hub of Valencia, comes amid a deepening economic and political crisis that has sparked weeks of deadly street protests.

General Motors Venezolana, GM's local subsidiary, did not provide any details about the seizure, other than to say the facility "was unexpectedly taken by authorities, preventing normal operations." It said other assets, "such as vehicles," had also been stripped from the site. [Read Article and See Video](#)

Workers Made Germany Into the World's Best Economy

Area Development Online/Bloomberg View - Noah Smith

Let's hope U.S. policy makers have woken up to the fact that the country is in a period of sclerosis, where its economic institutions seem to be inefficient along a variety of fronts.

When things aren't working, one good idea is to look around and see which countries are doing better. Right now, Japan is one such country. But in many ways, Germany looks like the most successful economy in the developed world.



This wasn't always the case. It was a German economist who coined the term "Eurosclerosis" to describe the slow growth that plagued the country from the 1980s through the 1990s. In the late 2000s, even as the U.S. economy boomed, Germany's unemployment rate exceeded 10 percent: [Read Article](#)

Financial News

Fiduciary Advocates Strike Back After Rule Delay

OnWallStreet.com - Kenneth Corbin

Advocates of the Department of Labor's fiduciary standard are pushing back against the Trump administration's bid to potentially revise or repeal the rule, launching a campaign to





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Memorable Quotes

"A woman said she couldn't find out what the job was. I said, "Well, how did you find out?" Her companions helped her. They taught her what was right and what was wrong. How could they teach her anything else but the way they were doing it, some ways of which were right and some wrong? They didn't know, she couldn't know. It is like taking lessons on the piano from someone who never had a lesson on a piano. He learned by himself how to play. If you take lessons from him, you will learn a lot that is wrong; you might learn some that is right. Neither pupil or teacher will know what is right and what is wrong."

W. Edwards Deming
(seminar February 5-8, 1985)

Recent Proactive Technologies News Article Quicklinks

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](#)

highlight the financial toll that investors saving for retirement could face as the regulation is delayed.

The campaign comes a day after the Labor Department announced a 60-day delay of the fiduciary standard, which had originally required initial compliance on April 10.

Supporters chose a dramatic visual in the form of a "Retirement Ripoff Counter," a running clock that tallies the amount of money investors purportedly lose by the minute, by the second, while the rule sits on the shelf. [Read More](#)

Bitcoin Users May Be Cheating on Taxes

CFO.com - Matthew Heller

An IRS investigation finds only a tiny percentage of virtual currency owners are declaring earnings on Bitcoin transactions in their annual returns.

An Internal Revenue Service investigation into tax evasion related to Bitcoin has found that only a tiny percentage of virtual currency owners are declaring profits or losses on Bitcoin transactions in their annual returns.

As part of the investigation, the IRS is seeking a court order requiring virtual currency exchange Coinbase to turn over customer data, including every customer trades as well as detailed transaction records. Coinbase hosts more than one million customers. [Read Article](#)

Two CFOs Tell a Tale of Fraud at HealthSouth

CFO.com - David McCann

Years after going to prison, disgraced CFOs try to make something good come from their crimes by telling finance executives how they went wrong.

The infamous \$2.8 billion accounting scandal at HealthSouth, which was perpetrated from 1996 through 2002, left a trail of misery in its wake. Included in the carnage was the imprisonment of CEO Richard Scrushy and several HealthSouth CFOs, among a number of other company officials.

Two of the finance chiefs - Aaron Beam, a HealthSouth co-founder and its CFO from January 1984 through September 1997, and Weston Smith, who blew the whistle on the fraud - recently offered a presentation to the New York City chapter of Financial Executives International. [Read Article](#)

This Year's Interest Rate Hikes Won't Stifle M&A

CFO.Com - Paul Aversano

A number of other coinciding economic factors likely ensure that 2017 will be another strong year for dealmaking. On Wednesday, April 5, the Federal Reserve released meeting minutes from mid-March, further signaling that the market will see two additional rate hikes this year, in addition to the quarter-point increase recently publicized.

It is all too easy to interpret this announcement as the end of the latest era of cheap money, which helped spur mergers and acquisitions activity in 2016, a momentous year for deals and dealmakers.

Still, M&A professionals, who have long capitalized on cheap debt to fund deal activity, are taking the Fed news largely in stride. Why?

[Read Article](#)

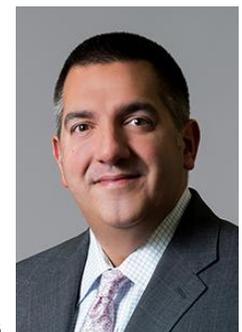
Corporate Payments Still Attracting Fraudsters

CFO.com - Vincent Ryan

The percentage of organizations that experienced attempted or actual payments fraud declined in the years from 2009 to 2013, but the numbers started to climb again in 2014. Last year they reached their highest level in more than a decade.

In the 13th Annual Payments Fraud and Control Survey by the Association for Financial Professionals, 74% of the respondents said their companies were victims of payments fraud attempts and attacks. That was up from up from 73% in 2015 and 62% in 2014. [Read Article](#)

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["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

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, MPACTMaintenance 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, MPACTMaintenance and Reliability Solutions

January:

[Economic Development](#)

OSHA Orders Wells Fargo to Reinstate Whistleblower, Fully Restore Lost Earnings in Banking Industry



OSHA

SAN FRANCISCO - The U.S. Department of Labor's

Occupational Safety and Health Administration has ordered Wells Fargo Bank N.A. to compensate and immediately reinstate a former bank manager who lost his job after reporting suspected fraudulent behavior to superiors and a bank ethics hotline.

The manager, who had previously received positive job performance appraisals, was abruptly dismissed from his position at a Wells Fargo branch in the Los Angeles area after he reported separate incidents of suspected bank, mail and wire fraud by two bankers under his supervision. He was told he had 90 days to find a new position at Wells Fargo, and when he was unsuccessful, he was terminated. He has been unable to find work in banking since his termination in 2010.

An OSHA investigation concluded that the former manager's whistleblower activity, which is protected under the Sarbanes-Oxley Act, was at least a contributing factor in his termination. OSHA does not release names of whistleblower complainants. [Read Release](#)

International News

Rolls-Royce Draws \$372.5M Engine-Maintenance Contract

American Machinist - Robert Brooks

Rolls-Royce was awarded a \$372.5-million contract by the U.S. Dept. of Defense to conduct depot-level repair on AE 21000D3 engines for KC-130J aircraft, in support of the U.S. Marine Corps and South Korean defense forces. According to the Pentagon, the contract was based on competitive bidding procured via electronic requests, which elicited two other offers. [Read Article](#)

Newspaper Decline Continues to Weigh on AP Earnings

The Associated Press

Earnings at The Associated Press shrank substantially last year compared with 2015, when the news organization enjoyed a large tax benefit that skewed its results. Revenue also edged downward, reflecting continued contraction in the newspaper industry and a stronger U.S. dollar that reduced the value of overseas sales.

Net income last year shrank to \$1.6 million from \$183.6 million in 2015, a 99 percent decline. The 2015 profit figure was bolstered by a one-time, \$165 million tax benefit. AP's 2014 net income of \$140.9 million was also boosted by a large non-recurring gain from the sale of a stake in a sports data company. In 2013, net income at the AP, a nonprofit news cooperative, was \$3.3 million. [Read Article](#)

Ecuador Recount Confirms Lenin Moreno Won Presidential Poll

BBC

Officials of the National Electoral Council (CNE) participate in the recounting of votes of the second round of the last presidential elections in Quito, Ecuador, on 18 April 2017. Image copyright EPA
More than 1.2 million votes were recounted



Following a recount of almost 1.3 million votes in Ecuador, the electoral council has confirmed left-wing candidate Lenin Moreno as the winner of the presidential poll held on 2 April.

The recount slightly boosted Mr Moreno's margin over his conservative rival, Guillermo Lasso.

Mr Lasso had demanded a full recount citing allegations of fraud but the national electoral council only agreed to a recount of 10% of the votes. [Read Article](#)

Brazil's Odebrecht to Pay \$2.6bn Fine for Corruption

BBC

Odebrecht is negotiating plea deals in 12 Latin American countries



A US judge has formally fined Brazil's engineering giant Odebrecht \$2.6bn in a corruption case centred around the country's state oil company, Petrobras.

The fine was a plea bargain deal agreed last year with the US, Brazilian and

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Swiss authorities.

The judge said Brazil will receive \$2.39bn, with the rest going to the Swiss and US authorities. [Read Article](#)

UK Snap Elections Do Not Affect Brexit Timetable, Says Germany

DeutscheWelle

The German government has expressed confidence that Brexit negotiations will not be delayed by snap elections in the UK after British MPs approved plans for a general election on June 8. Snap elections in the UK will not lead to a delay in negotiations for Britain's departure from the European Union, said German government spokeswoman Ulrike Demmer on Wednesday.



Demmer said German Chancellor Angela Merkel spoke with British Prime Minister Theresa May on Tuesday after May announced her desire for a general election on June 8.

"The German government does not expect the election to interfere with the process of negotiations with Britain on leaving the EU," Demmer said. [Read Article](#)

OSCE: Turkey Referendum 'Contested on an Unlevel Playing Field'

DeutscheWelle

Observers have said the Turkish referendum fell short of international standards, arguing both sides did not have equal campaign opportunities. Turkey's president said monitors should not criticize, but know their place.

International election observers from the OSCE (Organization for Security and Cooperation in Europe) reported on Monday that Turkey's constitutional referendum was contested on "an unlevel playing field."

Despite the technical aspects of the voting process being well administered, voters weren't provided with impartial information on key aspects of what they were voting for, the joint mission of the OSCE's Office for Democratic Institutions and Human Rights (ODIHR) and the Parliamentary Assembly of the Council of Europe (PACE) said in a statement. [Read Article and Watch Video](#)

International Trade News

Monthly Wholesale Trade

US Department of Commerce - Economics and Statistics Administration



The U.S. Census Bureau announced today that February 2017 wholesale inventories were \$594.2 billion, up 0.4 percent from the revised January level and up 3.2 percent from one year earlier. Sales were \$464.9 billion, up 0.6 percent from the revised January level and up 9.9 percent from February 2016. [Read Report](#)

Amid Political Rhetoric, More US Jobs Departing for Mexico

IndustryWeek - Bloomberg

Illinois Tool Works and Triumph Group are just two of numerous manufacturers heading south, and this renewed exodus shows how difficult it could be for Donald Trump to turn the macroeconomic tide just by jawboning alone.



After Donald Trump's election, the flow of manufacturers setting up shop south of the border dwindled to a trickle. Caught in Trump's Twitter crosshairs, Ford Motor Co. and Carrier Corp. scrapped plans to move jobs to Mexico in two very public examples of the slowdown. [Read Article](#)

Manufacturing and Trade: Inventories and Sales

US Department of Commerce - Economics and Statistics Administration



The U.S. Census Bureau today announced new data showing that February 2017 business inventories were \$1,839.9 billion, up 0.3 percent from January 2017, and up 2.8 percent from February 2016. Sales were \$1,360.7 billion, up 0.2 percent from the previous month and up 7.1 percent from one year earlier. [Read Report](#)

'Canada is Open': Interprovincial Trade Deal a Renewed Push to Drop Barriers

CBC News

Trade ministers gathered in Toronto Friday to congratulate each other for pledging to lower internal trade barriers that have irritated businesses for decades.

Every province and territory, as well as the federal government, has signed on to the Canadian Free Trade Agreement (CFTA), a new deal to co-ordinate trade across interprovincial borders and replace limited rules put in place two decades ago that are no longer up to the job.

It's significant in three ways: [Read Article](#)



IDB Warns of Difficult Global Trading Environment, Calls for Pragmatic Trade Integration in Latin America and Caribbean

InterAmerican Development Bank

ASUNCION, Paraguay - Latin America and the Caribbean needs to move aggressively towards a more integrated regional trade area to boost exports, protect from increasingly difficult global trading environment, and spur firms to become more productive and join global supply chains, a report by the Inter-American Development Bank (IDB) says.

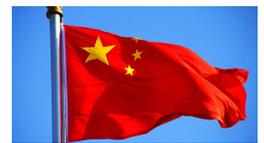
The second part of the report Routes to Growth in a New Trade World was released today during the IDB's Annual Meeting of its 48-member countries taking place here. The first part on macroeconomic challenges was released March 31.

The report argues that a Latin America and Caribbean Free Trade Area (LACFTA) is attainable if it avoids complex architectures or the inclusions of non-trade issues that have hamstrung similar efforts in the past. [Read Release](#)

AmCham Says US Firms in China Face Hardest Year in Decades

IndustryWeek - Bloomberg

U.S. companies in China face one of the most challenging environments in decades this year, the American Chamber of Commerce in China said.



Political and economic transitions in the U.S. and China, increasing perception of animosity toward foreign businesses, and slowing growth are dimming the outlook, AmCham said in a report Tuesday.

Despite recent rhetoric regarding opening and globalization, investment barriers remain high, it said in its annual American Business in China White Paper. [Read Article](#)

Education and Workforce Development News

New York Makes Tuition Free, But Students Must Stay After College

Community College Daily - Associated Press

There's a big string attached to New York's free middle-class college tuition initiative: Students must stay in the state after graduation or else pay back the benefit.



Democratic Gov. Andrew Cuomo said Monday that the requirement was added to protect the state's investment in a student's education by ensuring they don't take advantage of free tuition and then leave New York. The rule wasn't a part of Cuomo's free college tuition proposal when he unveiled it in January but was inserted during final negotiations with lawmakers over the state budget, which was approved Sunday. [Read Article](#)

After Years of Cuts, La. Colleges Threatened With More

Community College Daily - Associated Press

In Louisiana, state lawmakers read through budget documents during a House committee hearing on higher education funding. (Photo: AP/Melinda Deslatte)



Hampered by budget cuts over nearly a decade, Louisiana's public colleges are staring down the threat of another round of slashing in a state with one of the least-educated populations in the country.

Higher education leaders this week pleaded for funding before state lawmakers on a

House budget committee where Republicans regularly talk of needing to reduce government spending more deeply. [Read Article](#)

MEPs are Essential to Rebuilding American Manufacturing Competitiveness

IndustryWeek - Michele Nash-Hoff

The MEP network is vital to helping manufacturers be competitive in the global marketplace and rebuilding U.S. manufacturing. Eliminating the MEP program seems contradictory to President Trump's focus on manufacturing.



Last month, President Trump submitted a "Skinny Budget" with the goal of removing some of the "fat" within Washington, DC. Unfortunately, one of the programs eliminated in his budget is not "fat." The Manufacturing Extension Partnership (MEP) is the only federally funded national network dedicated to serving small and medium-sized U. S. manufacturers. The MEP program was reauthorized by both houses of Congress by unanimous consent earlier in January when the MEP program went back to 1:1 cost matching. The reality is that the MEP network is essential to helping manufacturers be competitive in the global marketplace and rebuilding American manufacturing. Eliminating the MEP program seems contradictory to President Trump's focus on manufacturing. [Read Article](#)

Training and Organizational Development News

Why Introverts Are Better Leaders

IndustryWeek - Shawn Casemore, President and Founder, Casemore and Co. Inc.

Having either an extremely introverted or extroverted personality will hinder a leader's ability to hold trust and communicate effectively, two of the cornerstones of being a strong leader. What can you do to temper these extremes?



If leaders are too introverted, employees will tend to walk all over them, deeming their confidence as a leader to be underwhelming at best.

I still remember the day my former boss yelled at me. It was about 20 years ago on a beautiful summer day and I was proud to be the only salesperson that day to sell anything. My boss, the owner of the business, had a different view. When he learned of the "deal" my supervisor had helped me cook up for our new customer, he flew off the handle in a rage of fury, apparently concerned that he was giving product away needlessly. As I stood before him taking a tongue-lashing and being called names that I didn't know even existed, it became eerily clear to me that introverts make better leaders.

[Read Article](#)

Working with High School Students, and Other Wisdom from a Super-Trainer

IndustryWeek - Laura Putre

The SGS headquarters in Munroe Falls, Ohio, has an on-site training center with a bounty of course offerings. Kyocera SGS Precision Tools



You can tell after about a minute of talking to Gary Miller that he's a good trainer. He's thoughtful, direct, well-spoken. He listens closely but when it's his turn to speak, he doesn't fumble around for words. His voice is full of expression, but in a quiet way-he doesn't run anybody over with his approach.

Miller, who 26 years ago started on the floor running the machines, is now director of training and occupational development at Kyocera SGS Precision Tools, a cutting tool manufacturer in located Munroe Falls Ohio, a tiny suburb near Akron. He's busy in his duties: the company has a state-certified four-year apprenticeship program, an on-site training center for employees with Tooling U classes and other professional development offerings, and work-study internships for high school students that can lead to apprentice certification and beyond. [Read Article](#)

Workforce Issues Still Top Material Handling, Logistics Sector Concern

MH&L Staff

Hiring and retaining a skilled workforce continues to be the biggest obstacle facing supply chain professionals according to 63% of respondents to 2017 MHI Annual Industry report. This is up 58% in 2016.



The trend of supply chains having to bring in automation and digital technologies to

address market demands of efficiency, agility and flexibility continues. In fact in the new 2017 MHI Annual Industry Report released on April 6, 80% of survey respondents believe digital supply chains will be the predominant model within five years. Sixteen percent say they already are. [Read Article](#)

Manufacturing Companies Educating Trump Team on How to Grow Jobs

IndustryWeek - Adrienne Selko

"Lifelong learning for factory workers provides a competitive advantage," said Blake Moret, CEO of Rockwell Automation.

"The government has a role to play in evolving the workforce to adapt to changes in this industry and to train workers for these highly skilled roles."



Secretary of Commerce Wilbur Ross is reaching out to the manufacturing community as he explores the facets of his new job.

In addressing his staff last month he pointed out that under the Trump administration the Department of Commerce, has "more responsibility than ever before."

And helping manufacturing by changing trade practices is a top priority. "To start, we will be more involved with rebalancing a trade system that has gutted American manufacturing and left families across America without work and without hope," he said. [Read Article](#)

As General Electric Upgrades Factories Closing the 'Skills Gap' is a Top Concern

CNBC - Morgan Brennan

In Grove City, Pennsylvania, factory workers at the General Electric remanufacturing plant scan barcodes on locomotive engines, pulling up detailed histories of the machines to diagnose for repairs. A few years ago, each would have been torn down, piece by piece, assessed using instruction manuals, and the servicing recorded in paper tomes. Now the focus is on big data, stored in the cloud, and with the help of algorithms, those workers target specific parts.



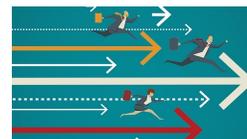
It's one example of the tectonic shift sweeping across factory floors - boosting productivity and uprooting the image of this kind of labor as "dark, dirty and dangerous." [Read Article](#)

Quality News

Is Talent or Process Vital to Lean Success? It's Not Really a Choice

IndustryWeek - Jamie Flinchbaugh, Lean Advisor, Speaker and Author

There is a common lean phrase, "Bad systems beat good people." Sometimes it is attributed to Dr. W. Edwards Deming although it isn't actually his quote. I've used it for 20 years but couldn't tell you if I heard it or was paraphrasing Dr. Deming's teaching.



The sentiment is that good people come to work and try to do a good job, but encounter bad systems of work. Management is accountable for these systems. This helps us understand the role of process in achieving performance. Lean certainly has a plethora of methods that are process focused, from pr

However, the relationship between lean and process is overstated. People believe lean is all about process, and anything that makes processes better is inherently lean... There is something missing: talent. Talent is a vital ingredient of success in any domain. Too many improvement efforts treat talent as a fixed commodity. Certainly, it shouldn't be an excuse, nor should it be a reason not to improve your processes. You don't just hire talent and then leave it alone. [Read Article](#)

Are 'Concrete Heads' Wrecking Your Lean Manufacturing Efforts?

IndustryWeek - Larry Fast

Question: Lean or CI experts seem to be the first to get laid off at manufacturers. How can we change this mentality of management? Also, there is a tendency to outsource many products instead of fixing the processes in the U.S.A. and making sure all of the expenses of making overseas, including quality problems and transportation, are looked at before the decision is made.



Answer: I don't know what role in the company this reader plays, but I'll address both questions since the root cause for both is the same. Your management are known as

"concrete heads." This is a term often used by Art Byrne, who led the transformation of Wiremold a few decades ago. These are so-called leaders who don't get "it," don't want to get it and won't listen to those who do get it, understand it and simply need their "leaderships" support to go do it! [Read Article](#)

Standard Work: A Standard, or More Like a Guideline?

IndustryWeek - Robert Simonis, Consultant, KCE Consulting



Without standard work based on standard time (takt), standard sequence and standard work-in-process, the focus becomes achieving a work standard by any means possible.

"They don't have standard work," I said. "Yes they do. I can show you," replied the supervisor as he pointed toward the binder of work instructions. The supervisor and I were observing the operators loading containers of engines, and we were both right. The difference is in our definitions and expectations of what standard work is, and what it should look like. [Read Article](#)

Change Begins with Answering What and Why

IndustryWeek - Jeffrey S. Nevenhoven, Senior Consultant, Life Cycle Engineering



During a recent trip to my pharmacist, I experienced a change that came out of nowhere and like most people, I resisted the change. My unwillingness to change almost resulted in leaving \$300 a year on the table. Why? Because I was not made aware that a change was happening and why it was being made.

My Story

For 15 years I have taken a medication to treat a condition that I have. The medication I take has worked very well for me. [Read Article](#)

Cyber Security and IT News

Artificial Intelligence is Increasingly Revealing Itself as More of an Enabler Than a Disruptor.

CFO.com - Brian Peccarelli



First IBM's Watson supercomputer took on Jeopardy and now it's ready to do your taxes. Or, so the TV ads running in heavy rotation these days would have you believe. Fact is, folks walking into their local tax preparer's office will not be handing over their W-2s to R2-D2 anytime soon. However, H&R Block's much-hyped partnership with IBM has shed some light on what the real role of artificial intelligence will be in the business world.

In a nutshell, H&R Block has installed computer screens on its preparers' desks that are powered by IBM Watson. The tax preparer asks a series of questions, such as, "Did you make any tuition payments?" and "Do you have any investments?" As the customer answers, thematic icons light up on the screen, helping to walk the customer through the conversation. [Read Article](#)

Manufacturing Not Prepared for Cyber Breaches

MH&L Staff

Cyber breaches are on the rise for major companies and according to a study by Deloitte, the U.S. manufacturing sector is woefully unprepared for the cyber threats associated with new connected technology.



A new report "Industry 4.0 and cyber risk: Security in an age of connected production," found that one-third of all manufacturers sampled admitted to not having performed any cyber risk assessments of the industrial connected devices operating on factory floors.

The study outlines the strategies that businesses must take to build cybersecurity efforts into their larger business plan and untimely protect their operations and their customers. [Read Article](#)

Talking-Car Safety Mandate Hits Unexpected Pothole of Opposition

IndustryWeek - Bloomberg

An array of forces, from free-market groups opposed to government mandates to cable providers angling for greater access to high-speed wireless airwaves, have mounted opposition to a proposal that all new cars have vehicle-to-vehicle communications systems.



A once-popular idea to equip cars with technology to communicate with one another and avoid collisions is encountering unexpected potholes in Washington.

An array of forces, from free-market groups opposed to government mandates to cable providers angling for greater access to high-speed wireless airwaves, have mounted opposition to a proposal that all new cars have vehicle-to-vehicle communications systems. [Read Article](#)

Human Resource Management News

True Leaders Are a Couple Steps Ahead of Everybody Else

IndustryWeek - Paul Ericksen, Executive Level Consultant
People want to play on a winning team and want to work for a manager that sets them up for success.



Managers are expected to competently tend to issues within their personal span of control. Perhaps more importantly, though, they are expected to develop into leaders. Just being placed in a position of authority doesn't make someone a leader. Stature as a leader is something that has to be earned.

In my mind the litmus test for leadership potential is how managers approach change. Below I'll lay out what I see as the three primary approaches to change management and then make conclusions about how they relate to leadership. [Read Article](#)

Feds Eye H-1B Dependent Firms in Crackdown

CFO.com - Matthew Heller

President Trump moves to fulfill his campaign pledge to "end forever the use of the H-1B [visa] as a cheap labor program."



The Trump administration made a move Monday to crack down on employers who hire foreigners over Americans, saying it would tighten scrutiny of the H-1B visa program.

On the same day the program started accepting H-1B applications for the fiscal year beginning Oct. 1, 2017, U.S. Citizenship and Immigration Services said it would take a "more targeted approach" when making site visits to H-1B petitioners and the workplaces of H-1B employees. [Read Article](#)

HR Changes to Watch for Now That Trump's in Charge

IndustryWeek - Joy Duce, Sikich LLP

What employers should pay attention to, now and in the future, in immigration, overtime pay, health care, family leave and pay equity regulations.



There is no shortage of headlines coming out of the Trump administration. In addition to keeping a close eye on trade and tax policy, manufacturers should also recognize the impact the new administration's policies could have on their workplace and human resources operations.

While not all policy details are fully spelled out, the president has signaled where he might come down on many key issues, including immigration, overtime pay, health care, family leave and pay equity laws. [Read Article](#)

Study Examines What Millennials Value in the Workplace

EHSToday - Stefanie Valentic

Millennials switch jobs an average of four times within the first decade out of college, according to social media platform LinkedIn.

While previous research has determined that work-life balance is at the top of what a millennial values, a new study from Fit Small Business indicates the other benefits that are important to them. [Read Article](#)



Environmental, Health & Safety News

The 10 Most Dangerous Jobs

MH&L Staff

Not surprisingly the most dangerous job is in the construction industry. Fatal injuries in the private construction industry rose 4% in 2015 to 937 from 899 in 2014, according to a 2016 report from Bureau of Labor Statistics.



The 2015 total for construction was the highest since 2008 and was primarily led by an increase in fatal injuries among specialty trade contractors, though the rate for construction remained statistically unchanged. The largest increase among specialty trade contractors involved foundation, structure, and building exterior contractors whose fatal injury total rose 27% to 231 fatal injuries in 2015 from 182 in 2014. [Read Article](#)

OSHA Delays Enforcement of Crystalline Silica Standard in the Construction Industry

EHSToday - Sandy Smith

Reviews are mixed on OSHA's decision to delay enforcement of the crystalline silica standard for three months.

OSHA on April 6 announced a three-month delay in enforcement of the crystalline silica standard for construction, citing the need for more outreach, educational materials and guidance for employers.



The agency has determined that additional guidance is necessary due to the unique nature of the requirements in the construction standard. Originally scheduled to begin June 23, enforcement now will begin Sept. 23. [Read Article](#)

British Safety Council: Let's Make Time for Conversations about Mental Health

EHSToday - Sandy Smith

Providing help for construction workers suffering from mental health issues is a multi-faceted challenge in the UK, with the British Safety Council and others stepping up to help.

In partnership with the Health in Construction Leadership Group and its members in the construction and civil engineering industries, the British Safety Council, a founding partner of the mental health program Mates in Mind, is supporting the safety campaign organized by the Civil Engineering Contractors Association (CECA) called "Stop. Make a Change."

The half-day stand down, scheduled for April 18, involves thousands of construction and civil engineering workers throughout the UK. The hope is that it will serve as an expression of the industry's commitment to health and safety and, in particular, to four issues: fatigue, mental health, respiratory illness and plant safety. [Read Article](#)

Nees Allegedly Altered the Scene of an Accident after it Occurred.

EHSToday - Stefanie Valentic | OSHA Enforcement

On Nov. 20, 2014, John W. Miles III, died following a fall through a skylight during a roofing job in Jacksonville, Fla.



Pinnacle Roofing Contractors Inc., a company who previously had been cited by OSHA for fall safety hazards, received two willful and two serious violations. The agency also named Pinnacle a Severe Violator and proposed \$154,000 in fines. [Read Article](#)

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