



Proactive Technologies News

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Proactive Technologies, Inc. Has Successfully Found Grants for Clients to Defray Most, If Not All, Of The Client's Initial Investment!

Supervisors and First Line Management Need Structured On-The-Job Training, Too

by Dean Prigelmeier, President of Proactive Technologies, Inc.



It seems every organization is scrambling to "lean" the operation these days. This implies producing the same amount of output, or more, with decreased amount of inputs by fine-tuning logistics, internal work flows and processes. Workers get moved around or out, and processes get reorganized and relocated.

Changes to the operation signal that the workers responsible to implement changes will need to know the new way of doing things. All affected workers, all shifts. Yet, often very little thought is given to the effectiveness of improvements if not everyone is on the same page.

What should be an obvious "must," the notion that increasing worker capacity at all levels through task-based, deliberate, documented, measurable and verifiable structured on-the-job training is often usurped. It is replaced by a policy of hopefulness that workers will learn to perform the tasks of their job on their own or by osmosis or, even less effective and disappointing, attending a class here and there in expectation of closing the "skills gap." I often discuss this in the context of production or service workers, but this extends to all levels of most organizations. The impact doesn't go unnoticed by controllers and CEO's under pressure to increase revenue or lower costs, but measures to correct this imbalance are seldom explored let alone utilized.

Invariably, the most target-rich environment for harvesting huge savings and significantly increasing capacity is bypassed - either from a lack of understanding of what it takes to be a "subject matter expert" or entrenched neglect. **Ignoring the need for structured on-the-job training is like investing in a state-of-the-art machine, then waiting for it to set-up and program itself. Even artificial**

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.

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Free - Live Online Presentation Schedule

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

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

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

FOR FORMER EMPLOYER CLIENTS:

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

FOR ANY EMPLOYER:

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

intelligence to train it the first time to do the things expected in the proper way.

When one considers the serious collateral damage caused by underdeveloped or underutilized worker capacity (e.g. scrap, rework, loss of "tribal knowledge" when someone retires or moves on, loss of customer confidence, loss of employee confidence), red flags and alarms should be going off continuously, since all of these are present on a daily basis. But distractions and diversions seem to get in the way. Several articles have appeared in the Proactive Technologies Report newsletter that discuss these costs in more detail, including: Estimating the Costs Associated With Skipping Employer-Based Structured On-The-Job Training and The High Cost of Employee Turnover.

I have come across many examples since 1986 while providing technical consultation to business operations (and even before while working in manufacturing), as I am sure have you. One project that sticks in my mind involved job/task analyzing several supervisory positions at a division of a major automobile manufacturer - using the current "star performers" (subject matter experts) to define each task's best practice and circulating the collected data for validation. We then developed a top-to-bottom structured on-the-job program; updated job descriptions, training manuals, task-based trainee checklists (for incumbents and new-hires), job/employee-specific performance appraisals and more. [Read More](#)

"Realistic Job Previews" Can be a Useful Tool for Measuring a Prospective Employee's Transferable Task-based Skills

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



The hiring process can be difficult for both the employer and the prospective employee. A wrong decision can cost each party a lot of time, money and opportunity. An unwanted outcome based on the employer not providing an accurate picture of the job, work environment and work expected to be performed can be avoided with a "Realistic Job Preview." ("RJP").

[Wikipedia](#) points out that "Empirical research suggests a fairly small effect size, even for properly designed RJPs ($d = .12$), with estimates that they can improve job survival rates ranging from 3-10%. For large organizations in retail or transportation that do mass hiring and experience new hire turnover above 200% in a large population, a 3-10% difference can translate to significant monetary savings. Some experts (e.g., Roth; Martin, 1996) estimate that RJPs screen out between 15% and 36% of applicants.

When RJPs are less effective, "According to researchers there are four issues that challenge RJP:

1. Recruiters do not share RJPs during interviews. (Rynes, 1991)
2. The nature of "realistic" information shared (in lab research or in the field) is unclear (Breaugh & Billings, 1988)
3. Not asking the right questions.
4. Applicants consistently report desiring more specific, job-relevant information than they commonly receive (Barber & Roehling, 1993; Maurer, Howe, & Lee, 1992)

In addition to this there is a chance for realistic job preview to become more effective in order to eliminate turnovers. The presentation format and timing of the RJP can be improved whether the real information is provided early on or later in the recruitment factor. Consequently, more specific topic should be addressed and information sources used (e.g. job incumbent versus human resource staff person)."

RJPs come in many forms; from the very simple for less-complex job

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

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

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

August, 2017

Colorado (Eastern Slope)

Florida

Illinois (Chicago and Surrounding Area)

Indiana (I70 Corridor)

Kansas (Kansas City, Topeka and I70 Corridor)

Kentucky (North and Eastern)

Minnesota (Southern)

classifications and areas and responsibilities to sophisticated RJPs for the highly technical job classifications with high levels of responsibility. An RJP consists of both positive and negative information regarding the position in order to give individuals a realistic view of employment with the company. Companies that employ realistic job previews provide information so that job candidates can make an informed decision about a position. If it is structured to do so, the RJP can help provide the employer with a wealth of information about whether the candidate is suitable for the work environment, work culture, and has the core skills as well as any transferable task-based skills that would expedite bringing a new-hire "up to speed." [Read More](#)

Developing the Maintenance and Other Technically Skilled Workers That You Need; To Specification, With Minimal Investment

Dr. Dave Just, formally Dean of Corporate and Continuing Education at Community Colleges in MA, OH, PA, SC. Currently President of L&D Consulting



In the March, 2016 Proactive Technologies Report article, "[Grow Your Own Multi-Craft Maintenance Technicians - Using a "Systems Approach" to Training](#)" I described how Proactive Technologies, Inc. has often joined forces with universities, community colleges (many were schools for which I lead the customized training and workforce development departments) and other related technical instruction providers to setup and implement the "hybrid model" of worker development. **This approach has proven itself highly effective for technical job classifications** such as Maintenance, Chemical Operators, Press Operator, Tool & Die, NC Machine Operator, Quality Control, Supervisor and others.

This "**systems approach**" to worker development is simple in its structure but **includes metrics and quality control points** to ensure that worker development outcomes are clearly defined, progress measured and reported monthly, **and goals reached - no matter if the job changes or people change jobs**. Although this approach can be used for any job classification in any setting, together we have applied this approach effectively for Maintenance and many other critical technical positions, as well as often neglected supervisor and first-line management positions, for many clients over the last 2 decades.

The approach is unique in that it sets-up for its clients the task-based structured on-the-job training programs. There is no "cut and paste;" each job/task analysis is specific to that job classification, for that company, and incorporates already established process documents and specifications to ensure compliance with quality programs such as ISO/TS/AS and safety requirements. Proactive Technologies provides the technical implementation support and accurately reports progress for **each trainee's individual pursuit of "Job Mastery"** - allowing the business client to focus on its business while we ensure the employer gets the skilled staff they need, when they need them. As a bonus, incumbent workers are base-lined to the structured on-the-job training program requirements and a customized path is established to drive them, along with the new-hires, to **full job mastery**.

Like most community college or university executives, I felt compelled to promote products and services we already had on the shelf - even if I new from industry experience that the product only resembled the client's targeted job by name. I began to worry about the cost to my reputation for recommending a solution that wasted everyone's time and resources, and left the trainee and employer short.

Some schools think that "industry" has the answers. But some of their own organizational development courses teach that "the farther away from the actual work, the less that person knows about the job." For the last 30 years we collectively built strategies based on "industry input" and yet the skills gap grew larger.

Missouri (Kansas City, St. Louis)

Nevada (Las Vegas, Reno)

North Carolina (Asheville and Western Area, Charlotte, I77 Corridor)

Ohio (North-Central, Northeast and Southeast Area)

Pennsylvania (Pittsburgh and Western Area)

South Carolina (UpState, Columbia and Charleston Area)

Tennessee (Eastern)

Virginia (South-Eastern)

West Virginia (North-Central, South Central)

Wisconsin (Southern)

[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 unrealized return on worker investment. In addition, standardizing expert task performance - between workers and shifts - can add to worker ROI through lower scrap and rework.

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

Although unappreciated for most educators, we listened to each manufacturer that would open up. Even if they seemed to not know precisely what they needed, we listened for what they expected to accomplish, what resources they had that could be used in training workers for their needs, and if they were committed to a different approach if it brought them what they said they were looking for. For example: [Read More](#)

Can't Find The Right Workers? Why Not Train Workers To Your Own To Specification?

Dean Prigelmeier, President of Proactive Technologies, Inc.

According to a recent report by Career Builder.com, more than half of the employers surveyed could not find qualified candidates: 71% - Information-Technology specialists, 70% - Engineers, 66% - Managers, 56% - Healthcare and other specialists, 52% - Financial Operations personnel. According to the National Federation of Independent Businesses, nearly half of small and mid-size employers said they can find few or no "qualified applicants" for recent openings. And anecdotal evidence from manufacturing firms echoes the same challenge with specialty manufacturing jobs such as maintenance, NC machining and technical support positions. This, in large part, can be attributed to the upheaval caused by the Great Crash of 2008 and the following disruption of several million careers. Sidelined workers saw the erosion of their skill bases while waiting years for an economic recovery that, for many, has not reached them yet.

However, many or most of these workers can be "reskilled" or "upskilled" for the current workforce. The solution lies not in waiting for the labor market to magically produce the needed qualified candidates, but rather in each company investing a little to build their own internal system of structured on-the-job training. With such an infrastructure, any candidate with strong core skills can be trained quickly and accurately to any employer's specifications. Furthermore, a strong training infrastructure has factored into it methods of acceptable basic core skill remediation when the benefit outweighs the cost.

No matter how you examine it, an employer is responsible for training workers to perform the essential and unique tasks of the job for which they were hired. It is not economically feasible or practical for education systems to focus this sharply. Waiting for them to do so or allowing it to happen by osmosis is risky and costly for the employer, since every hour that passes is one more hour of wage for unproductive output. Add to that the hourly wage rate of the informal on-the-job training mentor/trainer efforts multiplied by the number of trainees and this becomes a substantial cost that should attract any manager's attention.

An investment in a formal, deliberate structured on-the-job training system will cut internal costs of training substantially, raise each person's worker capacity to where it is expected to be, improve output quality and quantity, and raise worker compliance - to processes, to quality standards and safety mandates. It simply makes business sense. [Read More](#)

Some Common, But Unfortunate, Reasons Used to Avoid Structured On-The-Job Training

by Dean Prigelmeier, President of Proactive Technologies, Inc.

The term "structured on-the-job training" shouldn't scare anyone. Since the term "on-the-job training" has been hijacked and used to label any learning that occurs in a place of employment or offsite while employed, the term "structured" had to be added to clearly differentiate the deliberate training of job-tasks from the conveyance of knowledge.

"Knowing how to" and "being skilled at" are very different. A general medical practitioner can attend a seminar on rhinoplasty (e.g. nose jobs), but it is doubtful if anyone would let them practice on them without supervised training and practice to master the procedure.

The term "job-tasks" isn't that mysterious either. Everyone knows what a job, or job classification, is. A job is made up of tasks -



- **Accelerated Transfer of Expertise™**;
- Increased worker capacity, productivity, work quantity, work quality and compliance (specifications, ISO/AS/TS programs and safety mandates);
- 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

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meaningful units of work, each having a beginning point and an ending point and a specific series of steps between. Every job is made up of these tasks, and someone is hired to perform them. But questions arise such as:

1. Who, and if anyone, trains the new-hire on the "best practice" for every task?
2. Is someone assigned to train the person, does that person know the accepted best practice (i.e. are they "subject matter experts")?
3. Is training on tasks consistent between shifts, between trainers?
4. Do the supervisors know which tasks each employee has mastered, and which they have yet to learn?
5. And even if the supervisor knows, what happens if that supervisor is promoted and the new supervisor hired from outside the department or company?

Employer's do not consciously hire someone because they are "good at math," or "can read at a 12 grade level," or even "they seem to be able to get along well with others" alone. Yes, those skills and traits may be useful, but the employer expects the person to someday, with some training, be able to perform required tasks quickly, consistently and in compliance with engineering specifications, safety requirements and quality program guidelines. **But what if the training assumed to be available is not structured, task-based on-the-job training? What if it was instead informal, inconsistent, ad hoc and, even worse, unavailable? What would an employee exposed to this type environment be able to demonstrate and add to their value? And what are the possibilities more harm than good might be done in the form of scrap, rework, non-conforming output or loss of customers?**

TRAINING APPROACH	ONSITE CLASSROOM	ONSITE ONLINE	STRUCTURED ON-THE-JOB TRAINING
ATTRIBUTE			
Focus	Core Skill	Core Skill	Job-Specific Tasks
Domain	Learning	Learning	Training
Trainee Skill Set Meant To Address	Core Skills and Knowledge to Learn Employer's Job Tasks	Core Skills and Knowledge to Learn Employer's Job Tasks	Incorporating Core Skills in Mastering & Performance of Distinct Units of Work
Measure of Success	Attendance and/or Written Exam	Attendance and/or Written Exam	Observed, Documented Mastery of Employer's Tasks
Contribution to Return on Worker Investment	Unknown, Anecdotal	Unknown, Anecdotal	Increase in worker capacity, work quality and quantity, and increased compliance
Training Investment Needed	Increases as Number of Trainees Increase	Increases as Number of Trainees Increase	Decreases as Number of Trainees Increase

Comparison of Common Worker Development Approaches

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Most employers believe they already have structured on-the-job training covered. This can be out of misinformation, misunderstanding or misdirection. The common belief is that if one just pairs the new-hire with someone believed, from memory, to have done a good job so far, something magical will happen. Sometimes it does, but often the "expert" who has been encouraged to perform tasks to a tight production schedule, in a hectic environment (new to the new-hire). They have repressed the nuances they themselves needed to learn and master tasks years ago, and are now asked to be a thoughtful, sensitive trainer...but do not slow down production to do it. The new-hire does not know what they don't know and are fearful of asking too many questions even if they knew what to ask. They are totally reliant on the training transaction for a basis to determine what is expected. In any other area of a business operation, this non-systems approach would not be tolerated; no work standard, not metrics, no reporting and no way to improve.

So imagine the surprise when an employer tries everything else before they try the obvious. But resistance has to be backed by a reason. Here are some common ones we have seen:

See more at [Our Website](#)



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1) We don't have time for training - training goes on every day, with every employee, and on every shift. If the process cannot be identified, explained, documented, measured or improved, it is nothing more than an expensive form of "training roulette."

[Read More](#)

Industry News

Samsung to Invest in New US Plant

IndustryWeek- Agence France-Presse

"For nearly 40 years, Samsung has steadily expanded our operations in the United States," said Tim Baxter, chief executive of Samsung Electronics America. "We are reaffirming our commitment to expanding U.S. operations and deepening our connection to the American consumers, engineers and innovators who are driving global trends in consumer electronics."



Samsung plans to invest \$380 million and hire nearly 1,000 workers for a new manufacturing plant for home appliances in South Carolina, the company announced Wednesday.

Samsung Electronics America described the plant as a "state of the art" facility and alluded in a news release to incentives granted by the state government as a factor in the decision. [Read Article](#)

China Is About to Bury Elon Musk in Batteries

IndustryWeek - Bloomberg

Chinese companies have plans for additional factories with the capacity to pump out more than 120 gigawatt-hours a year by 2021, enough to supply batteries for around 1.5 million Tesla Model S vehicles or 13.7 million Toyota Prius Plug-in Hybrids per year.



As Elon Musk races to finish building the world's biggest battery factory in the Nevada desert, China is poised to leave him in the dust.

Chinese companies have plans for additional factories with the capacity to pump out more than 120 gigawatt-hours a year by 2021, according to a report published this week by Bloomberg Intelligence. That's enough to supply batteries for around 1.5 million Tesla Model S vehicles or 13.7 million Toyota Prius Plug-in Hybrids per year, according to Bloomberg New Energy Finance.

[Read Article](#)

After Decline Of Steel And Coal, Ohio Fears Health Care Jobs Are Next

NPR All Things Considered - Robert Siegel

Coal and steel jobs were once plentiful in Steubenville, Ohio. Today, the local hospital is the top employer in the county.

When people talk about jobs in Ohio, they often talk about the ones that got away.

"Ten years ago, we had steel. Ten years ago, we had coal. Ten years ago, we had plentiful jobs," says Mike McGlumphy, who runs the job center in Steubenville, Ohio, the Jefferson County seat. Today, the city on the Ohio River is a shell of its former self. And health care has overtaken manufacturing as the county's main economic driver.

1 in 4 private sector jobs in the county are now in health care. The region's biggest employer by far is the local hospital. Trinity Health System provides about 1,500 full-time jobs and close to 500 part-time jobs, more than Jefferson County's top 10 manufacturing companies combined. [Read Article](#)



Sikorsky in Long-Term Deal to Build U.S. Army Helicopters

American Machinist - Robert Brooks

Multi-year deal for up to 360 aircraft, valued at up to \$5.2 billion if fully optioned



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Lockheed Martin's Sikorsky subsidiary has entered into a five-year contract to build and supply H-60 Black Hawk helicopters to the U.S. Army and customers of the U.S. Dept. of Defense's Foreign Military Sales program. The latter would include Saudi Arabia, according to reports.

Lockheed acquired Sikorsky from United Technologies Corp. in late 2015 in a sale estimated at nearly \$9 billion. The contractor also noted this will be the ninth multi-year contract for H-60s between Sikorsky and the U.S. government. [Read Article](#)

USDA Announces Support for Small Businesses Innovators

US Department of Agriculture

The U.S. Department of Agriculture's (USDA) National Institute of Food and Agriculture

(NIFA) today announced available funding to test the next generation of small business innovations in agricultural sciences. Funding is made through NIFA's Small Business Innovation Research Program.



"Small businesses reap many benefits from federal R&D investments," said NIFA Director Sonny Ramaswamy. "Applicants who receive funding test their concepts for potential commercialization through our rigorous peer-review process and retain intellectual property rights. NIFA federal investments can also spur additional support from commercial venture capitalists." [Read Article](#)

Making it in America

McKinsey Global Institute - James Manyika, Gary Pinkus, Sree Ramaswamy, Katy George, John Warner, and Andrea Serafino

The United States needs to regain its competitive edge in manufacturing while also grappling with its two-tiered labor market and finding ways to make economic growth more inclusive.



MEMORABLE QUOTES

"If all you have is a hammer, everything looks like a nail."

Maslow's Hammer
("Law of the Instrument")
Abraham Maslow

Recent Proactive Technologies News Article Quicklinks

July:

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[Increasing Worker Capacity - An Alternative to Cutting Workers for Short-term Cost Savings](#)

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

[Is an Apprenticeship Without Structured On-The-Job Training an Apprenticeship?](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[Changes in ISO 9001: 2015 and Any Effects on Worker Training](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[What Makes Proactive Technologies' Accelerated Transfer of Expertise™ So Effective](#)

by Proactive Technologies, Inc. Staff

June:

["Full Job Mastery" means "Maximum](#)

The United States always assumed that its forward momentum would carry the next generation toward greater prosperity, just as it took for granted that its technical prowess in manufacturing would guarantee its global market share. But now those assumptions have been upended. Although unemployment is down and wages are finally ticking up again, these indicators can distract from the bigger picture. Tens of millions of workers are struggling to make it in America, and even a full-time job does not guarantee a decent standard of living. [Read Article](#)

Mercedes Metal Stampers Brace for Fight as Electric's Star Rises

IndustryWeek - Bloomberg

Friction is growing between workers who build combustion vehicles—still the mainstay of most carmakers' profits—and managers seeking to position their companies for a battery-powered future.



The rise of the electric car is starting to ripple through factories that churn out traditional engines, setting up a dash with workers worried about their future on the production line.

Staff at Mercedes-Benz's biggest engine plant in Stuttgart, Germany, will slow production starting next month amid a dispute over the company's planned battery facility at the site. BMW AG is scaling back customization options to free up cash for its electric-car push. Schaeffler AG's profitability targets are dropping as the company struggles to keep up with soaring investments in new technologies. [Read Article](#)

US Automotive Industry: A Dominant Link in North American Supply Chains

IndustryWeek - Jeremy Leonard and Max Anderson, Oxford Economics

The notion that the U.S. automotive sector is in terminal decline is



[Worker Capacity" - A Verifiable Model for Measuring and Improving Worker Value While Transferring Valuable Expertise](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[Retiring Workers and the Tragic Loss of Intellectual Property and Value](#)

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

[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

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

by Proactive Technologies, Inc. Staff

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](#)

believed by the facts. In fact, that share has been remarkably stable since 1980-the long-term average is about 20% and currently, its global production share stands at 17%, which is an improvement from the 14% reached depths of the Great Recession.

Perhaps no sector is more symbolic of American manufacturing prowess than the automotive sector. Ever since Henry Ford pioneered the assembly-line model of manufacturing, the sector has been synonymous with advanced manufacturing, whether it be improvements in processes to improve quality and reduce production costs, or the use of robots and other sophisticated machines to design and assemble cutting-edge vehicles. [Read Article](#)

Manufacturer's Shipments, Inventories, and Orders



US. Department of Commerce - Economics and Statistics Administration

The U.S. Census Bureau released new data for May 2017 showing new orders for manufactured goods decreased 0.8 percent, to \$464.9 billion. Shipments increased 0.1 percent, to \$471.5 billion. Unfilled orders decreased 0.2 percent, to \$1,120.2 billion. And inventories decreased 0.1 percent to \$648.9 billion.

US Machine Tool Orders Still Rising

American Machinist - Robert Brooks

According to AMT, automotive suppliers placed "some significant orders" for new machine tool products during May.



U.S. manufacturers' and machine shops' new orders for machine tools rose to \$351.85 million in May, according to AMT - the Association for Manufacturing Technology in its latest U.S. Manufacturing Technology Orders report. The totals represent a 3.1% increase over the comparable April figure, and a 21.8% rise over the May 2016 total. It is the third month-over-month increase in new orders during 2017

For the year to-date, U.S. manufacturers' new orders are valued at \$1.67 billion, up 7.4% over the January-May 2016 total. [Read Article](#)

ATI, GE Aviation Team to Develop 'Meltless' Titanium

Forging - Robert Brooks

Pilot plant will be built to produce atomized alloys for additive manufacturing



Alloy powders are produced by atomization to achieve a reliable size and spherical structure to achieve the desired effects in additive manufacturing processes. "The science of specialty metal powders is a transformative technology and we intend to maintain and enhance our industry-leading position," according to ATI chairman Rich Harshman

Allegheny Technologies Incorporated is forming a joint venture with GE Aviation to develop a new technology for manufacturing "meltless titanium alloy powder," meaning materials to be used in laser sintering or other additive manufacturing processes. The financial and other administrative aspects of their venture were not announced, but Allegheny Technologies (ATI) reported the venture would build a new pilot plant for producing the powder. [Read Article](#)

Financial News

How a Supplier Views a Customer

IndustryWeek - by Paul Ericksen, Executive Level Consultant

A look at the six different ways that an OEM customer might be seen by an individual supplier.



In my experience purchasing organizations don't reflect enough on how their suppliers regard their strategies, at least on an individual basis. Over the years I have given a lot of thought to this issue and how it affected my ability to successfully manage suppliers in support of company goals. As part of this I made it a point to talk with executive-

["Skills Shortage," Yet They Cut the Training Budget. What Gives?](#)

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

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March:

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by Staff

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

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

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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

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level people at several dozen key suppliers. The following charts and discussion summarize much of what they told me.

The charts try to categorize how an OEM customer is seen by an individual supplier, not by a supply chain in general. This seems a more appropriate way to look at things since individual supplier management is usually where the-rubber-meets-the-road. The format of the charts lays out the percentage of time suppliers see their OEM customer looking to work with them (along the y-axis) against a strategy spectrum (along the x-axis) from Spot Buy (leverage) to Partnership (collaboration). [Read Article](#)

Trump's Business Empire: An Update On His Sources Of Revenue

NPR.org - Peter Overby

President Trump has updated his financial disclosure report, published by the Office of Government Ethics.



President Trump has updated his personal financial disclosure report from last year, and here NPR updates our December 2016 analysis of that earlier report.

The new filing, published by the Office of Government Ethics (OGE), adds some insight into the president's sprawling business network. But not too much insight. Trump's Form 278, or "executive branch personnel public financial disclosure report," by no means gives a complete picture of his wealth, and his financial strengths and weaknesses. [Read Article](#)

These US States Still Haven't Fully Recovered From Recession

IndustryWeek - Bloomberg

Five states – Arizona, Connecticut, Mississippi, Nevada and Wyoming – still haven't regained their levels of gross domestic product from before the financial crisis, more than five years after the country as a whole hit that milestone. Eight states are below prerecession levels of employment. And 15 have home prices that have yet to rebound fully.



As the U.S. economy enters its ninth year of expansion this month, many Americans feel the recovery has been incomplete – and the numbers back them up.

Five states – Arizona, Connecticut, Mississippi, Nevada and Wyoming – still haven't regained their levels of gross domestic product from before the financial crisis, more than five years after the country as a whole hit that milestone. Eight states are below pre-recession levels of employment. And 15 have home prices that have yet to rebound fully.

[Read Article](#)

Can We Really Trust Health Insurance Companies?

IndustryWeek - Paul Ericksen, Executive Level Consultant

There's nothing healthy or caring about the way corporations have left their employees at the mercy of healthcare insurance companies.



In my recent column "What in the World Has Happened to the MBA?" I observed that many large corporations had reduced their in-house human resources support of employees. This has had real-life consequences. There is no area where these negative impacts are more apparent than in the area of company-sponsored health insurance. Corporations for the most part now take the position that their employees can get just-as-good-or-better support by working directly with representatives of the insurance companies, and have eliminated in-house system expertise and advocacy. To me, this is akin to having the "fox guard the chicken house," but that's just my opinion. [Read Article](#)

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



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Fined for Arriving Early? Wal-Mart Puts Its Suppliers on Notice

IndustryWeek - Bloomberg

Beginning August items that are fast-turning must deliver orders 100% full on the correct date, 75% of the time. If items are late or missing during a month period the supplier will be fined 3% of the value. Early shipments are fined as well or will incur a fine of 3% of the value.



Long known for squeezing its vast network of suppliers, Wal-Mart Stores Inc. is about to step up the pressure.

The focus this time is delivery scheduling, and the company's not messing around. Two days late? That'll earn you a fine. One day early? That's a fine, too. Right on-time but goods aren't packed properly? You guessed it – fined.

The program, labeled "On-Time, In-Full," aims to add \$1 billion to revenue by improving product availability at stores, according to slides from a presentation obtained by Bloomberg, and it underscores the urgency Wal-Mart feels as it raises wages, cuts prices and confronts a powerhouse rival in Amazon.com Inc. that's poised to grow with its planned purchase of Whole Foods Markets Inc. [Read Article](#)

Companies Aren't Paying Their Fair Share of Taxes

CFO.Com - Frank Clemente, Executive director, Americans for Tax Fairness

There is no way to justify cutting the federal corporate tax rate below the current 35%, says Americans for Tax Fairness.

Corporations and their lobbyists complain about the 35% federal corporate tax rate. But the effective corporate tax rate - what corporations actually pay after taking advantage of loopholes - is as low as 14%, according to a recent study by the nonpartisan Government Accountability Office.



That's a lower tax rate than many middle-class families and small businesses pay, and it's not nearly enough.

It's not just a matter of fairness. Real people suffer real harm from corporate tax dodging: commuters driving potholed highways, students priced out of college, seniors denied nursing-home care. Budget proposals from the White House and Congress promise deep cuts to public services - cuts that would be unnecessary if corporations paid their fair share of taxes. [Read Article](#)

Trump's SEC Pick Jibes with Deregulatory Agenda - Hester Peirce's views on the DOL Fiduciary Rule and the JOBS Act match those of SEC Chairman Jay Clayton.

CFO.com - David M. Katz

President Trump's nomination yesterday of Hester Maria Peirce to fill one of two current vacancies on the Securities and Exchange Commission would add a commissioner likely to fit in well with SEC Chairman Jay Clayton's deregulatory agenda.



On at least two key issues, Peirce, whose previous nomination to the post by President Obama reportedly foundered because of objections by Sen. Elizabeth Warren and other Senate Democrats, has expressed views that seem to match Clayton's. Like him, she appears to feel that the Department of Labor's Fiduciary Rule may fall under the bailiwick of the SEC and that the commission should make it easier for more companies to raise funds under the Jumpstart our Business Startups Act.

Peirce, a former aide to Senate Banking Committee Chairman Richard Shelby and before that an SEC staff attorney, has written favorably of Clayton's overall approach to regulatory reform since his being sworn in on May 4. "The Securities and Exchange Commission's new chairman is searching for better ways to ensure that our public securities markets are an efficient and safe place for investors and companies to meet their complementary goals," she wrote in Real Clear Markets in June. [Read Article](#)

Lawyer Accused of Shell Company Stock Fraud

CFO.com - Matthew Heller

A New York attorney has been charged with making false and misleading statements in corporate filings to conceal the true ownership of a public company he co-founded.

CFO

The U.S. Securities and Exchange Commission said David Lubin, who was both a director and corporate counsel of Entertainment Art, participated in a scheme that resulted in the illegal sale of more than 14 million shares in the company to the public, realizing illicit proceeds of \$34 million.

While the shares were actually owned by a shell investor through an entity called Medford Financial Group, the SEC said in an administrative order, Lubin falsely represented in regulatory filings that Medford had only acquired restricted stock. [Read Article](#)

Americans' Retirement Benefits Have Been Slashed by a Quarter

IndustryWeek - Bloomberg

Employers cut their contributions to workers' retirements by a quarter from 2001 to 2015, according to a new report. The biggest driver: the decline of traditional defined-benefit pensions, replaced by stingier, 401(k)-style, defined-contribution plans.



Employers cut their contributions to workers' retirements by a quarter from 2001 to 2015, according to a new report by the consulting firm Willis Towers Watson. The biggest driver: the decline of traditional defined-benefit pensions, replaced by stingier, 401(k)-style, defined-contribution plans.

Retirement benefits-including employer contributions to pensions, 401(k)s and retiree health-care benefits-fell from 9.1% of worker pay in 2001 to 6.8% in 2015.

Spending on traditional pensions plunged 76%, to less than 1% of worker pay.

Medical benefits for retired workers became increasingly scant, falling from 1.2% of worker pay to just 0.2%. [Read Article](#)

International News

Industry Strength from Germany to Spain Underpins Euro Optimism

IndustryWeek - Bloomberg

Germany's "cyclical upswing is expected to persist in the near term," the International Monetary Fund said on July 7 in its Article IV consultation, commending "authorities for fostering Germany's stable macroeconomic performance, being an engine of growth in the euro area."



Industrial production beat expectations in three of the largest euro area's largest economies in a sign of broadening and strengthening momentum as the European Central Bank prepares to set the future course of monetary policy.

Output growth in Germany, the driver of the region's recovery, unexpectedly accelerated in May, jumping 1.2% from the previous month.

Gauges for France and Spain also exceeded economists' forecasts, rising 1.9% and 1.2%, respectively. [Read Article](#)

Germany Toughens Rules on Foreign Buyouts in Strategic Sectors

IndustryWeek - Agence France-Presse

More defense companies manufacturing or developing "key technologies" are covered than



under previous rules.

Germany's cabinet agreed Wednesday to tighten scrutiny on takeovers of companies in strategic industries by buyers outside the EU, the Economy Ministry said, reacting to Europe-wide disquiet over Chinese takeovers.

New regulations will allow Berlin more time to probe takeover bids, especially in sectors affecting critical infrastructure, and extend the range of deals eligible for examination by the authorities.

"We remain one of the most open economies in the world, but we also have an eye on fair competition. We owe that to our companies," Economy Minister Brigitte Zypries said in a statement.

[Read Article](#)

Amid Greek Austerity, Plunder of Priceless Treasures



BBC - Theopi Skarlatos

The financial crisis in Greece has already had far-reaching consequences for many people, but now it is claiming a new casualty as some of the country's ancient treasures become a target for thieves.

Detective Gergios Tsoukalis puffs nervously on his cigar. In the passenger's seat of a taxi, he grapples with four different mobile phones as he tries to co-ordinate the arrest of yet another antiquities smuggler. [Read Article](#)

Swiss Glacier Reveals Couple Lost in 1942

BBC

A shrinking glacier in Switzerland has revealed two frozen bodies believed to be of a couple who went missing 75 years ago, Swiss media report.



Marcelin and Francine Dumoulin disappeared after going to tend to their cows in the Alps in 1942.

The couple had seven children. [Read Article](#)

Chinese Warships En Route to Baltic Sea

DeutscheWelle

The Chinese armada is heading to Europe, as Beijing and Moscow look to boost their strategic ties. The next iteration of their "Joint Sea" naval drills will take place in the Baltic Sea next week.



The Chinese naval fleet is expected to arrive in the Baltic Sea by the end of week, according to reports from NATO insiders, after the warships were first spotted on Monday by the Dutch navy.

Russia and China are scheduled to hold their next joint naval drill, dubbed "Joint Sea," in the European inner sea from July 24 to 27.

[Read Article](#)

Bolivia's Evo Morales Plans Lithium Mining Offensive

DeutscheWelle

The Bolivian government aims to pump massive investments to expand the country's production of lithium, a metal needed for the batteries that power everything from smartphones and laptops to hybrid and electric cars.



In a future battery-powered world, lithium may replace oil and emerge as one of the most important commodities on earth. That prospect is driving Bolivia, which is considered to have the largest reserves of the metal, to keep lithium under strict state control.

Bolivian President Evo Morales sees a prosperous future for his currently impoverished South American nation, pinning his hopes on the rapid rise in the global price of this valuable resource. "We will develop a huge lithium industry, over \$800 million have already been made available," Morales told the German DPA news agency. [Read Article](#)

Brazilian Senate Passes Controversial Labour Reforms

France24

Brazil's Senate approved an unpopular overhaul of the country's labor laws Tuesday night, providing political support to President Michel Temer as he fights a damaging corruption accusation.

Opposition senators had tried to block the vote with a sit-in at the Senate president's rostrum, but the session resumed after a six-hour delay and in a vote on the measure's initial reading the body voted 50-26 in favor.



After several hours of debate, the Senate then rejected any changes to the legislation, which already passed the lower house of Congress, and the measure went to the president for his signature. [Read Article](#)

International Trade News

U.S. International Transactions

US. Department of Commerce - Economics and Statistics Administration



The U.S. current-account deficit increased to \$116.8 billion, or 2.5 percent of current-dollar gross domestic product (GDP), in the first quarter of 2017, from \$114.0 billion (revised), or 2.4 percent of GDP in the fourth quarter of 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 May 2017 international trade deficit decreased 2.3 percent from April, to \$46.5 billion. Exports increased 0.4 percent, to \$192.0 billion, and imports fell 0.1 percent, to \$238.5 billion. [Read Report](#)

Global Trade Rebounds as Trump's Protectionist Threat Lingers

IndustryWeek - Bloomberg



Globalization is showing signs of resilience to Trump's America First agenda. International trade is having its best performance in years as global growth enjoys its strongest synchronized upswing since 2010.

So far, those predictions haven't played out. International trade is having its best performance in years as global growth enjoys its strongest synchronized upswing since 2010.

Globalization is showing signs of resilience to Trump's America First agenda. Ford Motor Co. last month canceled plans to build the Focus in Mexico and announced it would assemble the car in China instead, underscoring the ability of multinational firms to circumvent trade threats in a world of global supply chains. The model – the first made-in-China vehicle for American buyers – may become the Asian nation's biggest automotive export ever to the U.S. [Read Article](#)

GE, Canon Risk Fines Amid EU Clampdown on Merger Violation

IndustryWeek - Bloomberg



While General Electric, and Merck and Sigma-Aldrich risk a fine of as much as 1% of annual worldwide turnover, Canon's penalty could climb up to 10% of sales.

General Electric Co., Merck KGaA, Sigma-Aldrich Corp. and Canon Inc. risk fines for breaching European Union merger rules after regulators sent them antitrust complaints, months after the EU fined Facebook \$125 million for giving misleading information during a deal review.

GE was accused of misleading officials examining its 1.5 billion-euro takeover of LM Wind Power, the European Commission said Thursday. Darmstadt, Germany-based Merck KGaA and Sigma-

Aldrich also got objections for failing to provide information on a research project for chemicals during a 2015 merger review, it said. A third complaint went to Canon, which didn't seek EU approval before implementing a Toshiba unit takeover last year. [Read Article](#)

Monthly Wholesale Trade

US. Department of Commerce - Economics and Statistics Administration



The U.S. Census Bureau announced today that May 2017 wholesale inventories were \$593.9 billion, up 0.4 percent from the revised April level and up 1.9 percent from one year earlier. Sales were \$460.8 billion, down 0.5 percent from the revised April level but up 6.2 percent from May 2016. [Read Report](#)

Last Hurrah for China Factory Prices Impairs World Reflation

IndustryWeek - Bloomberg

China's inflation rebound is turning into a false dawn. For the world economy, that's sobering news.

Rising factory prices in the world's second-biggest economy had been touted as a possible circuit breaker for anemic global inflation, which continues to defy accelerating economic growth. The thinking was that higher costs in China would drive up the price of everything from footwear to electronics which in turn would help lift profits and wages. Yet those hopes appear to be fading.

[Read Article](#)

China's Great Wave of Steel Ebbs as Trump Prepares US Defense

IndustryWeek - Bloomberg

China is exporting a lot less of the metal as government-ordered closures of illegal plants tighten supply and improving local demand spurs mills to sell more at home.



As U.S. President Donald Trump mulls sweeping trade policies to defend American producers from a world awash with steel, falling exports from top supplier China point to a glut that's already shrinking.

Overseas sales of steel over the first six months of the year dropped 28% to 41 million metric tons, according to customs data Thursday. That's the lowest half-year volume since the first six months of 2014, prior to an unprecedented export surge that roiled global steel markets and triggered dozens of trade suits worldwide. The Trump administration has pledged stringent new measures to protect U.S. producers against overseas rivals. [Read Article](#)

Truckload Freight Activity Hits Record High

Material Handling & Logistics - Staff

The June Freight Index increased 24% compared to May and was up 57% year over year, capping a robust first half of the year.



In June, spot truckload freight activity rallied to record highs for the number of available loads while rates rose to their highest points in nearly two years, according to the DAT North American Freight Index.

[Read Article](#)

Education and Workforce Development News

House Releases 2018 Funding Bill

Community College Daily News

At presstime, the House Appropriations Committee released a fiscal year 2018 funding bill that would provide \$2.6 billion for job training grants, rescind \$3.3 billion of the total \$8.5 billion Pell surplus, and increase support for the TRIO and GEAR UP programs. The House education and labor appropriations subcommittee is expected to consider the bill today. [Read Summary](#)

Betsy DeVos' Latest Speech Draws Protests, Even Before She Speaks

NPR Morning Edition - Anya Kamanetz

Education Secretary Betsy DeVos is speaking to the annual meeting of the American Legislative Exchange Council, or ALEC, on Thursday in Denver, but protests from left-wing activists and teacher groups started Wednesday.



Hundreds marched from the state Capitol in Denver to the Hyatt Regency, the site of the speech, with signs reading: "Dump Betsy DeVos," "Take Devouchers Elsewhere" and "Stop School Privatization!"

DeVos' speeches have drawn notable protests before, as when she gave the commencement address at a historically black college. This time, her entire policy agenda is at issue. Ties between the DeVos family and ALEC go back decades. And there is barely any daylight between ALEC's education policies and the ones DeVos has advanced in her role as secretary. [Read Article](#)

A Familiar Face to Lead ACE

Community College Daily News - Staff

Ted Mitchell, who served as under secretary of education from 2014 to 2017 under the Obama administration, was named on Thursday as the new president of the American Council on Education (ACE), an umbrella organization of several higher education associations.



Mitchell - whose career includes serving as president of a private liberal arts college, senior administrator at a state university and trustee of a major research institution - assumes the post on September 1, replacing retiring Molly Corbett Broad, former University of North Carolina president, who has led the council since 2008. [Read Article](#)

Training and Organizational Development News

Microlearning's Big Impact on Safety Training

EHSToday - Dr. George Haber

"Conjunction Junction, what's your function?"

is a phrase recognized by many American adults whose childhood spanned any part of the 1970s. This phrase was part of an initiative to weave the educational program "Schoolhouse Rock" into children's Saturday morning television entertainment. Because of these efforts, almost 40 years later many adults who heard that phrase in their childhood can today not only recall what conjunctions are, but also how to use them in the English language and even cite some examples. [Read Article](#)



The Massive Retiree Wave Demands Manufacturers Embrace Planning

IndustryWeek - Jack Finning

When company owners prepare for a sale or transfer of leadership, they must be able to clearly and effectively communicate with the next generation about how to best steer the organization through these choppy waters.



The massive wave of boomer retirees is pressuring leaders from the manufacturing industry to both properly address their pending succession plans and devise a system to retain and attract new leaders from younger generations. In an environment charged with uncertainty, boomers are tasked with presenting a compelling case for the new guard to stay in - and lead - the industry.

As a whole, manufacturing is facing challenges from every angle: technology advancements are accelerating production at break-neck speed, cheaper labor options continue to emerge overseas, and acquisitions by larger corporations are a constant consideration. When company owners prepare for a sale or transfer of leadership, they must be able to clearly and effectively communicate with the next generation about how to best steer the organization through these choppy waters.

[Read Article](#)

Are Apprenticeships the Answer?

IndustryWeek - Laura Putre

Trump is pushing them, as did Obama. On paper, everyone seems to love them. What's the payoff, and what are the barriers? And if they're so great, why are many manufacturers still reluctant to embrace them?



One manufacturer said an apprenticeship program offers a number of attractive intangibles -boosting morale in the current workforce, bringing a youthful energy to the place, and building strong connections with the school system that pay off in future recruiting.

"Mr. Apprentice" himself, President Donald Trump, in recent months has very publicly announced his approval for boosting apprenticeship programs. He'd like to ramp up the number of apprenticeships in the United States from 500,000 to 5 million-a process that, at the current rate apprenticeships are growing, would take over 100 years. And he's promising money to back up his endorsement of the idea-with \$200 million, to be exact, more than the \$90 million the Obama administration allocated for the effort. [Read Article](#)

Why Management By Objectives is an Oxymoron

IndustryWeek - Becky Morgan, President, Fulcrum ConsultingWorks Inc.

The system of Management by Objectives (MBO) was structured by Peter Drucker in the 1950s. Plentiful and diverse organizations have used the technique, many to this day. [This approach] can create conflict, contradiction and cynicism.



The MBO process involves an employee and his organizational superior agreeing on objectives to be accomplished by the employee, occasionally discussing the means for doing so. This process is executed for every employee under the theory that objectives clarify roles and responsibilities. [Read Article](#)

Quality News

Three Problems in Manufacturing that Impact Productivity and Profitability

IndustryWeek - Michael Mantzke and Robert Jonas

Rather than allow data to overwhelm the management team, learn to use it as a tool to deal with operational issues more effectively.



Despite the advanced technology now available, there are still three key issues that adversely affect manufacturers of all types and sizes. They are data management, inventory, and gross margin. Although each has its own silo, they are also interrelated.

For example, consider the use of data. The way data is gathered, analyzed, and understood can have a significant impact on the decisions made, inventory strategies that are established, and ultimately a firm's profitability. [Read Article](#)

Ask the Expert: Lean Leadership -- When Is It Time to Automate a Process?

IndustryWeek - Larry Fast

Typically this question surfaces when the health and well-being of the workers and/or the business is threatened.



Question: How do you decide when it is time to automate a process?"

Answer: Many of our readers likely have faced this question in their own businesses so I hope some of you will share your experiences of how you answered this question. In the meantime, here's my take on it.

Typically this question surfaces when the health and well-being of the workers and/or the business is threatened; where market pricing, minus the plant's cost, is eating heavily into operating margins and threatens the survival of those products and possibly the business itself. This presupposes that the factory team has exhausted their good ideas and have improved the existing process to at, or near, the theoretical minimum cost possible. The conclusion: We can no longer compete for this business unless we radically change the process, the costs and recommit to the business long-term.

There are a variety of considerations: [Read Article](#)

Cyber Security and IT News

'Petya' Ransomware Hits At Least 65 Countries; Microsoft Traces It To Tax Software

NPR The Two-Way - Bill Chappel

Employees at a store in Kiev, Ukraine, read a ransomware demand for \$300 in bitcoin to free files encrypted by the Petya software virus. The malicious program has spread to dozens of countries.



The "Petya" cyberattack that has now struck computers in at least 65 countries can be traced to a Ukrainian company's tax accounting software, Microsoft says.

"We saw the first infections in Ukraine - more than 12,500 machines encountered the threat," Microsoft says. "We then observed infections in another 64 countries, including Belgium, Brazil, Germany, Russia, and the United States." [Read Article](#)

'Wall Street Journal' Parent Exposes 2.2M Customers' Data in Cloud Storage Error

USA Today - Madeline Purdue

The information of more than 2 million Dow Jones customers was left exposed online after the company made an error in the access preferences on a cloud storage system, the publisher said Monday.



The names, addresses, account information and last four digits of credit card numbers of some subscribers of Dow Jones publications - including The Wall Street Journal and Barron's - was available to anyone who had an Amazon Web Services account.

Chris Vickery, director of cyber risk research at UpGuard, found the exposure May 30 while he was searching for exposed data on AWS servers. He said Dow Jones said it had secured the data on June 6. [Read Article](#)

Personal Data of 6 Million Verizon Customers Was Leaked

Yahoo Finance - Fortune - Madeline Farber - Fortune

Personal Data of 6 Million Verizon Customers Was Leaked



Bad news if you're a Verizon customer: The telecommunications company confirmed Wednesday that the personal data of 6 million of its customers have leaked online.

Tech website ZDNet first reported the leak.

The security issues was caused by a misconfigured security setting on a cloud server due to "human error," CNN notes. The result?

Customer numbers, names, and some PINs were publicly available on the Internet. Verizon told CNN there has been no loss or theft of customer information. [Read Article](#)

When Robot Face-Plants In Fountain, Onlookers Show Humanity - By Gloating

NPR All Things Considered - Colin Dwyer

The rise of artificial intelligence poses its fair share of dangers. Last year, for instance, physicist Stephen Hawking said its development could be "either the best or the worst thing ever to happen to humanity." And just this weekend, Tesla CEO Elon Musk described AI as a potential "existential threat" to human civilization.

But for now at least, we can chalk up one win against our future overlords.



On Monday, onlookers at an office complex in Washington, D.C., discovered a curious sight: the body of a security robot, floating face-down in a fountain. It was the remains of a Knightscope K5, an autonomous bot able to "detect unusual activity and report it for humans to investigate," according to the company's website. [Read Article](#)

Is Warehouse Automation an Asset or Obstacle?

Material Handling & Logistics - David Allais

Investing in automation doesn't mean it will solve every goods-handling issue or be the right fit. Learn where automation is-and isn't-useful in the warehouse.



Automation is a powerful tool and comes in many shapes and forms. In the warehouse, automation is generally used to make gains upon existing processes by improving efficiency, speed, reliability, accuracy and (eventually) cost savings. Gone are the days of thinking that paper-based processes are enough.

Automation is at everyone's disposal, yet investing in it doesn't mean it will solve every goods-handling issue or be the right fit. Humans are still better at a lot of things. To understand where automation can be best applied, let's look at some of the areas where it is (and isn't) useful. [Read Article](#)

Human Resource Management News

Reining in Healthcare Costs: One Company's Success Story

IndustryWeek - Laura Putre

Healthcare costs at manufacturer Madcan-Fogg have risen 7.5% total since 2009-when, for most companies of that size, 7.5% per year is closer to the norm.



Most of the time, Tim White isn't particularly effusive, but hit on the subject of how he keeps healthcare costs down at his company, Madcan-Fogg, and the words rain down in bucketfuls.

"You can cut me off, because people tell me I tend to be a little overly passionate on this stuff," says White, who is the corporate benefits manager for the \$1 billion+ manufacturer of vehicle components and power systems products. [Read Article](#)

Uber Said It Will Cover Engineer's 'Bad Acts' Like Secrets Theft

IndustryWeek - Bloomberg

"What Uber did was to leave the door open for Levandowski to use whatever he remembered of Waymo's trade secret information, so long as he didn't deliberately memorize it."



Uber made an unusual commitment to the engineer it hired to lead its driverless car project: It would cover the costs of legal actions against him over information stored in his head from his previous job at Waymo.

That promise – buried in the fine print of an otherwise straightforward

employment contract for an executive – emerged in documents unsealed last week in San Francisco federal court.

[Read Article](#)

What an Employer Should Do When Immigration Officers Raid Your Business

MH&L News - David Sparkman | Trump & the Supply Chain



Trump's tougher immigration policies spell increased government audits and raids of workplaces throughout the country.

Strengthening immigration enforcement was one of the biggest elements of President Trump's campaign last year, and arguably the one that resonated most deeply with many voters. Since coming to office, he has made it amply clear that he intends to carry through in fulfilling that promise.

Although the primary enforcement emphasis by the Immigration and Customs Enforcement (ICE) agency has been rounding up illegal immigrants who also are criminals, they are not letting workplaces off the hook. News reports since early this year show raids have been taking place at many different kinds of worksites throughout the country.

Employers who use the E-Verify program can find themselves much better prepared when ICE agents come knocking. E-Verify is mandatory for all federal contractors, employers in certain states, some state contractors and some employers who hire foreign graduates of U.S. universities. [Read Article](#)

Environmental, Health & Safety News

OSHA Plans Public Meeting to Talk About Voluntary Protection Programs

EHSToday - Sandy Smith

OSHA will hold a stakeholder meeting on July 17 in Washington, D.C., to discuss the future direction of the agency's Voluntary Protection Programs (VPP). The discussion will include comments and suggestions from the public on potential avenues for action.



OSHA is seeking to "reshape" VPP so that it continues to represent safety and health excellence, leverages partner resources, further recognizes the successes of long-term participants and supports smart program growth. OSHA would like to know: [Read Article](#)

Report: Job Insecurity Could Cause Employee Illness

EHSToday - Stefanie Valentic

A Ball State University report analyzed National Health Interview Survey data to determine how health and job security are related.



Job-related stress is causing the American workforce to suffer from both physical and mental ailments, according to new research from Ball State University.

The Association of Job Insecurity with Health Risk Factors and Poorer Health report, which was published in the Journal of Community Health, indicates that heart disease, loss of sleep and psychological distress are common among employees who feel their jobs are not secure. [Read Article](#)

SLC 2017: A Q&A About Critical Thinking

EHSToday - Sandy Smith

Paul English, safety director at CMC Steel Texas, makes the point that common sense isn't so common,



As safety professionals navigate through their careers, the use of

critical thinking during investigations as well as day-to-day operations can be tedious, to say the least. Paul English, safety director at CMC Steel Texas, a speaker in the Safety and Risk Management Track of the 2017 Safety Leadership Conference, hopes that his session will help his peers learn and understand the different idiosyncrasies of critical thinking and how it can apply to safety professionals. Perception versus reality, beliefs versus knowledge, can change in a single instance or incident, says English. [Read Article](#)

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