



Proactive Technologies News

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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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Confusion Over What Constitutes "Training" is Stumbling Block to Effective Strategies

by Dean Prigelmeier, President of Proactive Technologies, Inc.



For the anyone searching for information to help them choose a worker development strategy, a web search of "on-the-job training methods" might produce thirty or forty informative, but confusing, charts. The search result is a mixture of domains, methods, philosophies - one seemingly in conflict with the other. A non-practitioner of workforce development strategies can gather from this search result alone why there is a perpetual state of confusion between even "experts," marked by decades of employer and trainee disappointment in the lack of recognizable strategies and

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[Environmental, Health & Safety News](#)



Over the years, approaches and methods have evolved out of their ineffectiveness, many diverging from the basic principals of workforce development. Markets for products to address these approaches grew and well-funded marketing began to find unaware customers. The notion of "training" morphed into branded versions of "learning," selected not so much on their basis in logic, but more on the lack of "smart" choices and how well the marketing effort worked.

"A great first step is to clearly differentiate between "learning" and "training." The strategies, methods of delivery and outcomes for each are very different. Without such clarity, one might mistakenly invest heavily in a strategy to accomplish worker development objectives that, instead, uses up vital resources and scare opportunity, and sours the organization's attitude toward training for years to come."

The acceleration started around 40 years ago. Prior to that, job classifications did not change much and were relatively simple in structure. Then panic set in over the approaching "skills gaps," as computers were introduced into every aspect of our lives. Fear of baby boomers nearing retirement, taking their technical expertise with them, added to the challenge. Solutions started to appear out of academia, based on the world they knew and not as much on the world they were trying to improve, as they would have liked to think.

Did these methods address the workforce development challenges of their time? In 2017, employers are still concerned with the "skills gap" phenomenon. Retirees, many who put off, or came out of, retirement for economic reasons as the cost of living continued to rise and their pensions evaporated, are still in the workforce and their inevitable departure, with all of their technical expertise and job wisdom, still on its way out the door.

Sure, a student can learn in the classroom or online to use a particular tool, or a particular software, and through practice develop higher order core skills. But these may not matter, or be forgotten altogether, unless the student applies those higher order skills (and the other foundation skills they developed) in the mastery of a task required by an employer. Successful repetition of the task produces consistent performance and mastery - the "value" that employer's recognize.

This is where the problem exists. There are an abundance of learning strategies marketed, but employers rarely are deliberate about creating and maintaining an on-the-job training infrastructure to ensure each student transitions quickly, effectively, consistently and completely to mastery of the tasks the employer needs performed. Often the net result is significant underdeveloped worker capacity that leads to higher than necessary labor costs, inconsistent work quantity and quality, and non-compliance with internal processes and standards directed by ISO/AS/TS quality programs, labor law and safety mandates. All of these negative outcomes - which spawns rising cynicism - can be easily avoided if the right strategy is selected. The good news is it is never too late to correct a mistake. [Read More](#)

Free - Live Online Presentation Schedule

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

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

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

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

FOR FORMER EMPLOYER CLIENTS:

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

FOR ANY EMPLOYER:

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

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

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

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

September, 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)

Missouri (Kansas City, St.

Cross-Training Workers After Lean Efforts Builds Capacity Using Existing Staff

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



Lean activities to redesign processes for better efficiency in a department, or between departments, sometimes result in "surplus" workers - partially or in whole units. It is the subjective priority of Lean practitioners since it is a tangible illustration of a successful Lean improvement.

Processes that previously needed 3 people to complete may now only need two, if the efficiency were discovered. So what happens to that one person that has valuable acquired expertise, representing a significant investment by the employer? Would the wise outcome of Lean efforts be to just cut that person from the lineup?

The short answer is most likely not. Any efficiency and cost savings brought about by the Lean redesign would be offset by the loss of the expertise for which the investment has already been made. Most likely the reason for the Lean was not in reaction to no return on worker investment, but rather a desire to increase the return on worker investment.

If the worker is reassigned to another department, and no task-based training infrastructure is in place, that reassignment may lower the efficiency there which, again, reduces the gains made by the Lean effort. So part of the Lean effort must be the deliberate cross-training of workers in temporary assignments or longer-term reassignments to other departments that seem to have the need for increased staffing, perhaps as a result of the increased throughput achieved from the Lean effort in the upstream department in the chain.

Another outcome of a lean effort may not include moving personnel, but either equipment or processes out of the Leaned department into another department up or downstream, often without structured training to absorb the new activities and maintain efficiency. Here the loss of gains made are similar if no training on how to perform the processes or run the equipment is provided. [Read More](#)

The Right Assessment is a Good Predictor if Candidate is Able to Learn and Master The Job Classification - Job Relevance is Critical to Legal Compliance and Success - Part 2



by Jim Poole, President of Lifetime Learning, LLC

The need to validate a pre or post-hire assessment to the employer's job classification is not that difficult to grasp. If one ignores the logic of that linkage, the direct economic reason alone should be obvious. That is why it so surprising that many employers - perhaps in an effort to limit costs - skip this important step, unwittingly placing the employer at risk of litigation in the event of a legal challenge, which can result in [significant awards](#).

Recently, use of a popular "employability" [assessment has been questioned](#), leading to lawsuits in many states, re-enforcing the fact that just because an assessment has been commercialized and claims to have "industry acceptance," job relevance still has to be proven in order to be Equal Employment Opportunity Commission and state law compliant.

Employee selection has become so competitive today (from both the job-seeker's and the employer's perspective) it would seem desirable

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.

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that if for a little effort a lot of peace of mind can be gained. Knowing that everything has been done to mitigate risk with a simple confirmation before use of proven and documented "job relevance." Still employees may be turned away from a dish washing job because they lack proficiency in math, or a NC machine operator is denied employment because they tested low in verbal skills when their job is performed in relative isolation from others. Or someone is denied a promotion to management because they scored low on a commercial test that did not seem to have anything in common with the management job at that company.

In [Part 1 of my article of the same name](#), I discussed the importance of "[content validation](#)" of any instrument that is meant to assess, test, qualify or preclude candidates from hiring, participation in a program, promotion, a raise in pay and/or career expansion has to be based on objective fact, not elaborate branding or herd acceptance. Many employers select or create, and then implement tests for such activities - often without realizing the significance of what they do and the vulnerabilities and risks to business it presents. One embittered victim and/or one opportunistic human resources attorney can clarify the risk in a hurry. And, when one practice is found to violate EEOC requirements, all similar practices become suspect.

I and my company, [Lifetime Learning LLC](#), have partnered with [Proactive Technologies, Inc.](#) on several projects. The data I receive from the Proactive Technologies Job Profile Summary and Job Profile Analysis Reports, among others, provides a wealth of information from which to legitimize for use (or de-legitimize for removal) criteria in assessments and customized tests I suggest and use for clients. Content validation is established with an undeniable link between the test item and the Duty-Task-Subtask-Procedural step where the item is relevant. It is hard to create a stronger case for content validation. [Read More](#)

Replicating Your Best Performers

by Dean Prigelmeier, President of Proactive Technologies, Inc.

One project I was involved with sought to establish a structured on-the-job training program for a "CNC Operator" position and establish an apprenticeship. It consisted of around 40 different machines; manual and NC-operated of several brands, controller types and purposes. When I analyze a job - task by task - I first contact the resident "subject matter expert." It is my experience that in lieu of accurate standard process documents that everyone can use when assigned a machine, each operator keeps their own setup and operation notes. They are usually reluctant to share them.

As analysts, we assume that if the subject matter expert is assigned to us, it is a reflection of management's confidence in the operator's consistently high level of performance. We also learn a lot about the sub-culture that has arisen at the organization, bordering on "work performance anarchy." Despite the connotations, this is a useful revelation. This lack of vital information sharing that has been going on can be eliminated. The collective wealth of task-specific information can be screened, validated, standardized and revision-controlled to be shared with all who are asked to perform the tasks.

This highlights several other preexisting issues in addition to the obvious. First, if the company is ISO/AS/TS certified, an auditor would be appalled and likely "gig" the company for the use of uncontrolled "process documents." Notes in toolboxes and lunchboxes are not revision controlled. If the company has even questionable process documents that they claim drive their "high level of quality performance" the existence of operator notes are a strong contradiction. A client visiting the site may have serious doubts about the practices, as well.

The next issue is, "what role do these notes play in the training of new-hires and cross-training incumbents?" Does the trainee even know these are available? My experience has been that each trainee is on their own to create their own notes...if they even think it is necessary. So now we have multiple sets of notes for each machine, seldom compared and standardized, AND the company's process documents if

- **Accelerated Transfer of Expertise™**;
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exist. This is a recipe for incidents of scrap, rework and equipment damage at a minimum.

It also appears that each trainee is on their own to learn the safe performance of each task. It is not enough to provide general safety knowledge learning. When a trainee is taught a task for the first time, that is when they should be shown how to apply the general safety knowledge to the safe performance of that task. [Read More](#)

Worker "Prior Learning Assessment" - Documenting Cumulative Work Skills and Knowledge Acquisition

by Dean Prigelmeier, President of Proactive Technologies, Inc.

Older workers, boomers, generation X'ers and Millennials, have either encountered or seen the point on the horizon when they may be separated from their job and need to sum up the training, education, skills and experiences of the last years, or lifetime to date, in a one or two page resume as they hunt for the next open position. How does one accurately and adequately summarize 5, 10, or 40 years of experience so the next potential employer can recognize the value and determine the fit to their organization's needs? Can a person profile their life experiences and skill acquisition in a way that is complete and compelling?

For the last 20 years, many employers have used a "key-word" search filter to scan resumes, disqualifying millions of potential workers for not knowing the right words to match the key-word to explain their experience. Now that a vast majority of employers have realized the deficiencies of resume scanning programs - disqualifying well-qualified candidates for one - they are back to looking for substance in the resume to be substantiated at the interview. Being able to succinctly and completely summarize one's education, training and work experience is more important than ever as more qualified people compete for fewer quality jobs.

The new generation of high school graduates will encounter the same challenge, but unfortunately have less content to draw upon. But from the moment they enter the workforce they are adding value to their personal portfolio for every seminar they attend and every job for which they obtain and apply new skills and master new tasks. For every type of worker this "accounting" represents their value to their current and future employer and vital to maintaining their place in the economy.

For many, they have yet to take an inventory of their personal worth and "intellectual capital," and have failed to clearly detail it for anyone else to accurately sense the same value. Many have never even thought about it until pushed to take an inventory or explain their worth through job loss? [Read More](#)

Industry News

Fiat Chrysler Mulls Unit Spinoffs Under Marchionne's Final Plan

IndustryWeek - Bloomberg

Fiat Chrysler Automobiles NV will evaluate whether to separate from some of its businesses in a strategy that Chief Executive Officer Sergio Marchionne will unveil in early 2018 as his last major project for the carmaker.



"The spinoff story is not over at Fiat Chrysler," Marchionne told analysts Thursday on a conference call after the Italian-American carmaker reported a 16% increase in second-quarter earnings. "We have an obligation to purify that portfolio." The CEO said he'll present a five-year business plan through 2022 in the first half of next year. He reiterated that he'll step down in 2019 and then have "zero involvement" in running the company. [Read Article](#)

DOMESTIC ECONOMIC INFORMATION

Gross Domestic Product



Economics & Statistics Administration
United States Department of Commerce

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



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US Department of Commerce - Statistics and Economics Administration

Real gross domestic product (GDP) increased at an annual rate of 2.6 percent in the second quarter of 2017, according to today's advance (first) estimate. In the first quarter of 2017, real GDP increased 1.2 percent.

[Read Report](#)

Personal Income

US Department of Commerce - Statistics and Economics Administration

Personal income in June 2017 was virtually unchanged. Nominal personal consumption expenditures (PCE) was unchanged while real PCE declined 0.1 percent. Nominal disposable income (DPI) rose 0.1 percent while real DPI was unchanged. The personal saving rate as a percentage of DPI was 3.8 percent in June. The PCE price index was unchanged. The core PCE price index (excluding food and energy) was up 0.1 percent. [Read Report](#)

Manufacturer's Shipments, Inventories, and Orders

US Department of Commerce - Statistics and Economics Administration

U.S. Census Bureau releases new data for June 2017 showing new orders for manufactured goods increased 3.0 percent, to \$481.1 billion. Shipments fell 0.2 percent, to \$471.5 billion. Unfilled orders rose 1.3 percent at \$1,135.7 billion. And inventories rose 0.2 percent, to \$649.1 billion. [Read Report](#)

Boeing Moves into Jet Controls, Setting Up Supplier Showdown

IndustryWeek - Bloomberg

Boeing Co. is creating a new unit that develops avionics for commercial and military aircraft, a move that potentially pits the plane maker against suppliers such as Rockwell Collins Inc. and Honeywell International Inc.



Boeing Avionics will focus on navigation, flight controls, information systems and other core technology with a goal of bringing the offerings to market next decade, the Chicago-based company told employees in an internal announcement. The new group will grow to about 600 employees by 2019 from the current workforce of 120 people. [Read Article](#)

Americans' Spending Barely Grew in June as Incomes Stagnated

IndustryWeek - Bloomberg

Consumer spending lost momentum in June and a drop in dividend payments caused incomes to stagnate, signaling the U.S. economy may get less help from households this quarter, Commerce Department figures showed Tuesday.



Highlights of Personal Income and Spending Purchases rose 0.1% (est. 0.1%) after 0.2% gain in May. [Read Article](#)

US Factory Gauge Continues to Signal Solid Expansion in July

IndustryWeek

American manufacturers turned in another solid month in July amid steady growth in production, orders and employment, according to figures from the Institute for Supply Management released Tuesday.



Factory index eased to 56.3 (forecast was for 56.4) from 57.8 a month earlier; readings above 50 indicate growth. Employment gauge cooled to 55.2 from 57.2. [Read Article](#)

Automakers Toyota, Mazda to Invest \$1.6 Billion to Build US Plant

IndustryWeek - Bloomberg

Toyota Motor Corp. and Mazda Motor Corp. have agreed to buy stakes in each other and jointly build a \$1.6 billion U.S. factory, as carmakers



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MEMORABLE QUOTES

"What I hear, I forget. What I see, I remember. What I do, I understand."

Confucius

Recent Proactive Technologies News Article Quicklinks

August:

[Supervisors and First Line Management Need Structured On-The-Job Training, Too](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[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.

[Developing the Maintenance and Other Technically Skilled Workers That You Need: To Specification, With Minimal Investment](#)

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

[Can't Find The Right Workers? Why Not Train Workers To Your Own To Specification?](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

-

[Some Common, But Unfortunate, Reasons Used to Avoid Structured On-The-Job Training](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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](#)

band together to share costs and investments in new technology.

Toyota will acquire about 5% in Mazda, which will hold a 0.25% in the bigger automaker in a capital tie-up, according to a Japanese regulatory filing. The planned car plant will create about 4,000 jobs. [Read Article](#)

GE GlobalCare Plan Replaced With Tiered, Bundled Plans

IndustryWeek - Courtney Bjorlin

GE rolled out changes to the support structure of its industrial GE Digital software this week, replacing its standalone maintenance and support offering with tiered packages that bundle training content and services with support and upgrades.



Acceleration Plans replace GlobalCare, GE's standalone maintenance and support offering, and will be required on all new licenses.

Customers can choose from three tiered packages, each offering an increased level of support and training content, with higher tiers providing access to technical experts and customer success managers to guide projects, as well as managed services that monitor sensor health, connectivity and data quality.

[Read Article](#)

Mercedes Drops Contractor in Wake of CBS News Investigation

CBS News

Mercedes-Benz banned a construction subcontractor from its plant in Vance, Alabama, after an CBS News investigation found that foreign workers had obtained visas on the basis of roles substantially different from those they ended up occupying.



Former workers confirmed to CBS News that the practice had been apparent since 2013, and a CBS News investigation has found that it continues to this day. The CBS News team spent four months tracking more than 200 Eastern Europeans building U.S. auto factories, traveling to Croatia to meet one former worker who spent time working in construction at an automaker's plant in the U.S. The full report aired on July 31 on both the CBS Television Network and CBSN during the premiere of "CBSN: On Assignment."

CBS News collected hundreds of videos and photos they posted on social media proudly showing off their American jobs, their work IDs, the money they were making, and the B1/B2 visas that got many of them into the United States. The visa costs less than \$200 and allows foreigners to come and go for ten years. Visa holders are not allowed to work construction unless they are supervising a project which is not what appeared to be happening. [Read Report](#)

Rhetoric and Reality on Regulation

IndustryWeek - Keith B. Belton

President Trump has made no secret of his aim to cut red tape. "We think we can cut regulations by 75%, maybe more," he said back in January, "We are going to be cutting regulations massively." That same month, he issued an executive order to require the elimination of two regulations for every new one. To aid US manufacturers, he instructed the Commerce Department to streamline permitting requirements and recommend specific regulatory requirements for elimination.



Now, more than six months later, we have enough evidence to evaluate the rhetoric. As it turns out, this is not fake news-the President was on point. And his regulatory reform effort has important implications for manufacturers. [Read Article](#)

Trump Ends Business Councils as CEOs Turn Against President

IndustryWeek - Bloomberg

Donald Trump said he's disbanding two advisory groups of American business leaders, after CEOs quit this week as the president faced blowback for failing to sufficiently condemn white supremacists.



[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's Accelerated Transfer of Expertise™ So Effective](#)

by Proactive Technologies, Inc. Staff

June:

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[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](#)

Trump made the announcement on Twitter, less than an hour after one of the groups was said to be planning to inform the White House that it would break up.

"Rather than putting pressure on the business people of the Manufacturing Council & Strategy & Policy Forum, I am ending both. Thank you all!" Trump said on Twitter. [Read Article](#)

[High-Tech Manufacturers Should Focus More on Customers than Gadgets](#)

IndustryWeek - Dave Blanchard

Xplore Technologies, based in Austin, Tex., is a \$78 million manufacturer of rugged tablets, and as its CEO and president, Mark Holleran, puts it, "Rugged tablets are all we do, and we've been doing it for more than 20 years." The high-tech company has six core rugged tablet platforms, and offers hundreds of options and custom-engineered configurations to serve the mobility needs of customers in the manufacturing, utility, public safety, military, energy, field service, distribution and government sectors.



Holleran, who's been with Xplore since 2003, has managed the day-to-day operations of the company since 2006, including marketing, operations, engineering and finance. In all, he has more than 30 years of leadership and computer industry experience, having served previously as CEO of WaveSat Wireless and country manager for Cabletron Systems.

IW recently caught up to Holleran, and asked him to share his views on the current state of the U.S. high-tech industry.

IW: From your perspective, what is the single biggest challenge facing U.S. manufacturers? [Read Article](#)

Financial News

[Apple May Skirt iPhone Tariffs as Foxconn Comes to the US](#)

IndustryWeek - Bloomberg

Apple Inc. likes to say it supports two million U.S. jobs. Plans by the company's main manufacturing partner for a \$10 billion factory in Wisconsin will add at least 10,000 more, helping Apple fend off the threat of import tariffs on its most important product, the iPhone.



President Donald Trump and Foxconn Technology Group Chairman Terry Gou said in a White House press conference on July 26 that the factory will initially employ about 3,000 people, before expanding to as many as 13,000. It's being built in House Speaker Paul Ryan's home electoral district.

The factory will make LCD display panels for televisions and computer screens that are unlikely to carry the Apple logo. However, the investment may discourage lawmakers from introducing import taxes on products Foxconn does make for Apple, such as the iPhone, which are harder to assemble in the U.S. [Read Article](#)

[The Hidden Costs of Batching](#)

IndustryWeek - Jamie Flinchbaugh

To strive for continuous flow or not? While certain processes achieve immediate gains from the pursuit of continuous flow, many experience the burdens of the pursuit outweighing the gains, if there even are any. Now the burdens, from a lean lens, are simply barriers or problems to be solved which makes the overall process more efficient and usually more effective. But that often requires a long view (depending on your definition of long), and the pursuit is abandoned.



One of the common missed opportunities is a failure to see the impact of batching on your customer (internal or external) downstream in the process. Do you truly understand how your batching affects others? The impact of batching our work is most likely greater in downstream processes, or for your immediate customer. [Read Article](#)

Effect

by Proactive Technologies, Inc. Staff

April:

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

by Proactive Technologies, Inc. Staff

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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

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

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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

by Dr. Dave Just, Mpaact Maintenance and Reliability Solutions

March:

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

by Staff

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

by Dean Prigelmeier, President of Proactive Technologies, Inc

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

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

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

Dr. Dave Just, MPACT Maintenance and Reliability Solutions

[Education-Employer Partnerships That Work](#)

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

February:

[Tips for Establishing Your Company's Training Strategy -](#)

PBGC Projections:

Multiemployer Program Likely

Insolvent by the end of 2025; Single-Employer Program

Likely to Eliminate Deficit by 2022

Pension Benefit Guaranty Corporation

The insurance program for multiemployer pension plans, which covers more than 10 million Americans, is likely to run out of money by the end of 2025 according to the Pension Benefit Guaranty Corporation's FY 2016 Projections Report.

Projections for PBGC's insurance program for single-employer pension plans, which covers about 28 million people, show that its financial condition is likely to continue to improve. The program is highly unlikely to run out of money in the next 10 years, and is likely to eliminate its deficit within the next three to seven years.

The Projections Report is PBGC's annual actuarial evaluation of its future operations and financial status. The report provides a range of estimates of the future status of insured pension plans and their effect on PBGC's financial condition, based on hundreds of different economic scenarios. [Read Release](#)

Would a Territorial Tax System Help Investors?

CFO.com - David McCann

As corporate tax reform emerges as a national legislative priority, a key proposal by the Trump administration and others is to scrap the United States' current worldwide system of taxation. In that system, income earned abroad by subsidiaries of U.S. multinationals is subject to federal taxes when brought home.

Money background american dollars and euro different denominations. Instead, the proposal favors a territorial tax system that would enable U.S. parent companies to receive profits from their overseas subsidiaries without incurring a federal levy. At present, U.S. companies have left an estimated \$2.6 trillion outside the country in order to avoid the high U.S. taxation rate.

Minus a considerable disincentive to bringing foreign profits home, it is hoped that there would be a positive impact on total shareholder return. However, that effect is likely to be modest, new research suggests. [Read Article](#)

Who Snatched My Car? Wells Fargo Did

NPR All Things Considered - Chris Arnold

A Wells Fargo Bank branch office in San Francisco. The bank acknowledges it signed up nearly 500,000 auto-loan customers for insurance they didn't need.

Wells Fargo is back in the spotlight for another scandal. This time, for signing up 490,000 auto-loan customers for insurance they didn't need.

This comes less than a year after the bank generated a massive public outcry for opening millions of unwanted accounts for customers.

Customers who already had car insurance say they had no idea they were being charged for this insurance from Wells Fargo. And the bank acknowledges that tens of thousands of people wound up in default, which affected people's credit scores, and thousands had their cars repossessed. [Read Article](#)



Practical, Measurable, Extremely Economical and Scalable

by Dean Prigelmeier, President of Proactive Technologies, Inc.

The High Cost of Employee Turnover

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

Do U.S. Productivity Measures Measure Productivity?

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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

Dr. Dave Just, MPACT Maintenance and Reliability Solutions

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The Fed Wants to Make Life Easier for Big-Bank Directors

New York Times - Gretchen Mortenson

Amid reports Thursday that Stephen Sanger, chairman of the Wells Fargo board, may step down in the coming months, all eyes are on the bank's directors and their oversight of the troubled institution.



While some Wells Fargo shareholders are urging the bank's directors to sharpen their scrutiny in the wake of continuing misconduct, it's noteworthy that new regulatory guidance put forward by the Federal Reserve Board, the nation's top financial regulator, would go in the opposite direction. In essence, the Fed says, big-bank board members need to take a load off.

After a multiyear review, the regulator concluded that excessive regulatory duties are hobbling bank boards and distracting directors from the more important work of guiding bank strategy and adopting effective governance at their institutions.

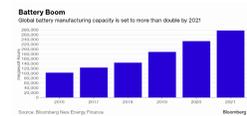
And it proposed guidance to fix the problem. Unfortunately, this proposal - which could go into effect after a 60-day comment period - is very likely to reduce crucial interactions between bank examiners and bank boards, current and former bank regulators say. [Read Article](#)

International News

Germany Giving Gigafactory a Home in Latest Challenge to Tesla

Bloomberg - Brian Parkin

German executives are preparing to announce a new home for a lithium-ion battery plant designed to rival the output at Tesla Inc.'s Gigafactory.



Terra E Holding GmbH will choose one of five candidate sites in Germany or a neighboring country next month to build its 34 gigawatt-hour battery factory, Frankfurt-based Chief Executive Officer Holger Gritzka said in an interview. The former ThyssenKrupp AG manager has helped to assemble a consortium of 17 German companies and won government support for the project, which will break ground in the fourth quarter of 2019 and reach full capacity in 2028, he said.

The battery factory is the latest sign that German industry, the motor behind the world's fourth-biggest economy, is gearing up for a new stage in the energy revolution. Lithium-ion batteries can help stabilize intermittent flows of wind and solar power on electricity networks. They're also projected to power millions of plug-in cars expected to roll off German production lines beginning early next decade. [Read Article](#)

China to Spend \$1.5 Trillion Buying Companies Abroad

IndustryWeek - Bloomberg

Even as regulators at home and abroad block deals, Chinese acquirers will spend \$1.5 trillion buying companies abroad in the next decade, 70% more than the previous 10 years, Linklaters LLP said in a report on July 8.



Government policies encouraging Chinese companies to invest in manufacturing capabilities, particularly for advanced technology, and international trade will help maintain deal flow, the law firm, which specializes in advising on mergers and acquisitions, said in the report. Chinese buyers have spent about \$880 billion on assets in other countries in the last 10 years, according to the data.

[Read Article](#)

Yacht Owners Flee French Riviera Over Tax Changes

France24

Rich and famous yacht owners are fleeing the French Riviera, choosing Italy and Spain over France's high taxes and irksome regulations, local officials have said in an open letter to President Macron.



"The situation facing the yachting business in the Provence-Alpes-Côte



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d'Azur region has become so serious that we have to approach you and ask you to intervene," Renaud Muselier, Christian Estrosi and Hubert Falco - respectively, presidents of the region, the Nice metropolitan area and the Toulon metropolitan area - wrote on Wednesday. [Read Article](#)

Interior Ministry Shuts Down, Raids Left-Wing German Indymedia site *DeutscheWelle*

Germany has banned and raided an independent news website popular with left-wing readers. Officials found linksunten.indymedia.org's "intent and activity contrary to criminal law."



Germany's Interior Ministry on Friday banned and ordered raids on a portal popular with leftist readers and activists. Possibly the last posts from linksunten.indymedia.org - commemorations of a 1992 far-right mob attack on apartments where foreigners lived in Rostock-Lichtenberg and reports of racist graffiti on a memorial to a young woman killed by neo-Nazis in the United States - went live the previous night. [Read Article](#)

Poland Slams France's Macron Over 'Arrogant' Remarks *DeutscheWelle*

Poland's premier has cited Emmanuel Macron's lack of political experience for his disparaging comments about Poland. The French president criticized Warsaw for failing to support changes to EU rules on "posted" labor.



Polish Prime Minister Beata Szydlo on Friday lashed out at French President Emmanuel Macron, accusing him of making "arrogant" remarks about Poland due to a lack of political experience.

"I advise the president that he should focus on the affairs of his own country, perhaps he may be able to achieve the same economic results and the same level of security for (French) citizens as those guaranteed by Poland," Szydlo said in a statement. [Read Article](#)

Trump Economic Aide Gary Cohn Chides Him On Charlottesville *BBC*

US President Donald Trump's top economic adviser has criticised the White House's response to a far-right rally this month in Virginia.



National Economic Council director Gary Cohn told the Financial Times the administration "must do better" in denouncing far-right demonstrators.

He said he felt "enormous pressure" to resign after the events in Charlottesville. Mr Cohn was previously reported to be "disgusted" by Mr Trump's response. [Read Article](#)

International Trade News

Microsoft's Wilsonville Jobs are Going to China, Underscoring Travails of Domestic Tech Manufacturing

Area Development - Mike Rogoway, The Oregonian/OregonLive

Just two years ago, Microsoft cast its Wilsonville factory as the harbinger of a new era in American technology manufacturing.



The tech giant stamped, "Manufactured in Portland, OR, USA" on each Surface Hub it made there. It invited The New York Times and Fast Company magazine to tour the plant in 2015, then hired more than 100 people to make the enormous, \$22,000 touch-screen computer.

But last week Microsoft summoned its Wilsonville employees to an

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early-morning meeting and announced it will close the factory and lay off 124 employees - nearly everyone at the site - plus dozens of contract workers. [Read Article](#)

Trump Push for Natural Gas Exports Opposed by Manufacturers

IndustryWeek - Bloomberg

President Donald Trump's effort to boost U.S. energy is facing push back from manufacturers who say exporting more natural gas may undercut his "America First" jobs focus.



The Industrial Energy Consumers of America asked the administration on August 16 for a moratorium on U.S. approvals for liquefied natural gas projects. The trade association, which represents U.S. manufacturers that depend on cheap energy to fuel their factories, sent a letter to Energy Secretary Rick Perry. [Read Article](#)

The Big Three Unknowns for US Manufacturers With Trade Policy in Flux

PWC - Bob McCutcheon

The Trump Administration's aim to tie US trade relations more closely to domestic manufacturing growth is prompting US companies and their trading partners to re-think supply chain and operations strategy. We see US governors, senators and industry associations reaching across US borders to put forward their cases as North American Free Trade Association (NAFTA) heads toward a renegotiation later this year.



While we don't know what shape a new NAFTA will take, we do think that, at this stage, manufacturers operating within NAFTA need to recognize the potential for change and plan accordingly. As seismic as major changes to the 23-year-old NAFTA pact could be for US industrials, policymakers in all of the world's top economies today are engaged in re-wiring parts of the global trading system. On top of the EU-UK Brexit negotiations, China is leading an effort for an Asian free-trade pact as well as preparing to invest heavily to seed Eurasia-to-Europe trade routes. Meanwhile, the 11 remaining members to the Trans-Pacific Partnership (TPP), which includes Japan but not China, may push ahead without the US. [Read Article and Hear Audio](#)

China Economy Loses Momentum as Factory Output, Investment Slow

IndustryWeek - Bloomberg

China's economy showed further signs of entering a second-half slowdown, as curbs on property, excess borrowing and industrial overcapacity began to bite.



Key Points

- Industrial output rose 6.4% from a year earlier in July, versus a median projection of 7.1% and June's 7.6%.
- Retail sales expanded 10.4% from a year earlier, compared with a projection of 10.8% and 11% in June.
- Fixed-asset investment in urban areas rose 8.3% from a year earlier in the first seven months, versus a forecast 8.6% rise.

Big Picture [Read Article](#)

INTERNATIONAL ECONOMIC STATISTICS



U.S. International Trade in Goods and Services

US Department of Commerce - Statistics and Economics Administration

The U.S. Census Bureau and Bureau of Economic Analysis released new data showing June 2017 international trade deficit decreased 5.9 percent from May, to \$43.6 billion. Exports increased 1.2 percent, to \$194.4 billion, and imports fell 0.2 percent, to \$238.0 billion. [Read Report](#)

Monthly Wholesale Trade

US Department of Commerce - Economics and Statistics Administration

The U.S. Census Bureau announced today that June 2017 wholesale inventories were \$599.4 billion, up 0.7 percent from the revised May level and up 2.8 percent from one year earlier. Sales were \$465.8 billion, up 0.7 percent from the revised May level and up 5.5 percent from June 2016. [Read Report](#)

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 June 2017 business inventories were \$1,869.3 billion, up 0.5 percent from May 2017, and up 2.8 percent from June 2016. Sales were \$1,356.8 billion, up 0.3 percent from the previous month and up 4.3 percent from one year earlier. [Read Report](#)

How to Cure the US Trade Deficit

IndustryWeek - Michele Nash-Hoff 1

On July 11, 2017, the Coalition for a Prosperous America released a paper titled, "The Threat of U.S. Dollar Overvaluation: How to Calculate True Exchange Rate Misalignment & How to Fix It" by Michael Stumo (CEO), Jeff Ferry (Research Director) and Dr. John R. Hansen, a 30-year veteran of the World Bank and Advisory Board member.



The purpose of the paper is to explain the problem of the dollar overvaluation, to show how to accurately calculate the dollar's misalignment against trading partner currencies, and to propose a solution for this serious threat to America's future. [Read Article](#)

Walmart Will Punish Its Suppliers For Delivering Late - Or Early

European Supermarket Magazine

Walmart Will Punish Its Suppliers For Delivering Late - Or Early



Long known for squeezing its vast network of suppliers, Walmart is about to step up the pressure. This time, the focus 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 programme, labelled '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. It underscores the urgency that Walmart feels as it raises wages, cuts prices, and confronts a powerhouse rival in Amazon that's poised to grow with the latter's planned purchase of Whole Foods Markets.

"Walmart has to find efficiencies wherever it can," says Laura Kennedy, an analyst at Kantar Retail. "They're trying to squeeze and squeeze and squeeze." [Read Article](#)

Globalisation: The Rise and Fall of an Idea That Swept the World

The Guardian - By Nikil Saval

It's not just a populist backlash - many economists who once swore by free trade have changed their minds, too. How had they got it so wrong?



The annual January gathering of the World Economic Forum in Davos is usually a placid affair: a place for well-heeled participants to exchange notes on global business opportunities, or powder conditions on the local ski slopes, while cradling champagne and canapes. This January, the ultra-rich and the sparkling wine returned, but by all reports the mood was one of anxiety, defensiveness and self-reproach.

The future of economic globalisation, for which the Davos men and women see themselves as caretakers, had been shaken by a series of political earthquakes. "Globalisation" can mean many things, but what lay in particular doubt was the long-advanced project of increasing free trade in goods across borders. The previous summer, Britain had voted to leave the largest trading bloc in the world. In November, the unexpected victory of Donald Trump, who vowed to withdraw from

major trade deals, appeared to jeopardise the trading relationships of the world's richest country. Forthcoming elections in France and Germany suddenly seemed to bear the possibility of anti-globalisation parties garnering better results than ever before. The barbarians weren't at the gates to the ski-lifts yet - but they weren't very far. [Read Article](#)

German Industrial Output Unexpectedly Falls First Time This Year

IndustryWeek - Bloomberg

With strong orders pointing to a likely pickup in manufacturing, the report is unlikely to mark a turning point for the German economy. Business confidence is at a record high and the Bundesbank sees growth continuing, even as momentum at the start of the third quarter lagged behind that of France, Italy and Spain for the first time in more than 12 years.



German industrial production unexpectedly slipped in June as manufacturing and construction caused a temporary blip in the growth spurt of Europe's largest economy.

Output, adjusted for seasonal swings and inflation, fell 1.1% in June after rising 1.2% in May, the Economy Ministry in Berlin said on August 8. [Read Article](#)

US Seeks Duties on Chinese Aluminum Foil, Citing Subsidies

IndustryWeek - Bloomberg

The U.S. said it would seek to impose duties on imports of aluminum foil from China, arguing that state subsidies for the domestic industry unfairly disadvantage American producers.



U.S. Secretary of Commerce Wilbur Ross announced the "affirmative preliminary determination" late Tuesday in Washington following an investigation into the practices of Chinese makers of the material. Subsidies of as much as 81% were found to be in place, according to a fact sheet released on the department's website.

If carried through, the duties could ratchet up trade tension between the world's two largest economies, as efforts by President Trump and his Chinese counterpart to begin shrinking the U.S. trade deficit have borne little fruit. Trump has floated the prospect of a formal investigation into China's alleged intellectual property abuse and threatened tariffs on steel. [Read Article](#)

Central America Emerges As Leading Source For Value-added Products

Area Development - Reshoring.com - Admin

Central America is working hard to present itself as a good alternative to Asian manufacturing. Sourcing Journal reported Monday, based on a panel discussion in New York City.



The region's greatest advantages are flexibility for rules of origin, proximity to the U.S., quicker reaction and production time and competitive labor costs. While political stability is of concern, potential changes to U.S. trade policy caused greater apprehension.

Panelists said the gap in sourcing from Central America and Asia was closing, as proximity and free-trade benefits spurred investment. They added Central America can produce roughly 300 million more garments than Asia for these reasons, with a three-to-four-day lead time. [Read Article](#)

The Mexico Phenomenon Goes On

Area Development - Automotive News - Laurence Iliff

MEXICO CITY-In the big scheme of global auto industry investment, Mexico has been a



phenomenon with few equals.

Mexico continues reeling in foreign direct investment by automakers and suppliers. The capital movement is leading to higher vehicle production, more exports and a rising income level that - in turn - is fueling a double-digit growth of domestic car and trucks sales.

What is Mexico doing right? [Read Article](#)

Trumps's Policies are Sending Precious Startup Jobs to Canada

Area Development - WIRED

Raya Bidshahri's hands shook as she sat in her dorm room in February, reading the email that had been sent to all Boston University students.



"It was a warning letter," she says, about a ban the Trump administration planned to institute against travelers and immigrants from seven predominantly Muslim countries, including Iran, where Bidshahri was born and where her family still lives.

Bidshahri had moved to the United States three years earlier to study neuroscience, and was just months away from graduation, after which she wanted to launch her online education startup in the Bay Area. She planned to take advantage of something called the International Entrepreneur Rule, which would give immigrant founders who raise at least \$250,000 in funding temporary legal status in the United States while they build their businesses. For Bidshahri, the rule was perfectly timed. Finalized in the last days of President Obama's tenure in office, it was set to go into effect this July, just months after she received her diploma. [Read Article](#)

Education and Workforce Development News

The Unemployment Test: People blocked from getting hired in SC - "Because of a standardized test called "Work Keys".



WSPA News - Gordon Dill

More South Carolinians are working now that at any time in the state's history and the unemployment rate is near historic lows. But even as the state approaches what many economists call "full employment" there are many willing workers who will be left behind, in part because of a recruiting tool that puts many to work and leaves some without a shot.

There are still more than 90 thousand South Carolinians unemployed. Meanwhile, the state's Department of Employment and Workforce alone advertises more than 63,000 available jobs.

Christopher Cousino is one of those looking for work. Cousino worked as a machine technician and just got his commercial drivers license. But after a layoff in the spring he found himself without a paycheck and his family was in a bind. "Bills don't stop. Luckily my wife works. That been kinda keeping us afloat," Cousino said.

By the numbers, finding a new job shouldn't be that hard. In South Carolina there are more job openings than there are unemployed people. In Greenville County alone, there are more than sixteen thousand open jobs. There are another six thousand in Spartanburg County. The average posted salary for a job advertised through SC WORKS is nearly \$43,000 a year.

And yet, 90,000 South Carolinians remain unemployed. There are a lot of reasons why that's true. Some employers have complained that the opioid crisis has drained the pool of available employees. There are many jobs that people simply don't want, at least at the current pay, and there are some people who may never be willing to work at all. But there are also entry level positions, like dishwasher or hotel maid, with hiring standards so high that thousands of willing workers can never get a foot in the door.

That's because of a standardized test called "Work Keys".

Acosta Calls for National Apprenticeship Programs

Community College Daily - Ellie Ashford
Apprenticeship programs jointly developed by community colleges and businesses - and

scaled up on a nationwide basis - could go a long way toward closing the nation's skills gap, according to U.S. Labor Secretary Alexander Acosta.



"Our job is to ensure America's workforce is prepared to meet the demands of a global and ever-changing economy," Acosta told participants on Thursday at the American Association of Community Colleges (AACC) board of directors summer retreat in Washington, D.C. [Read Article](#)

The Tech Skills Gap Will Test Foxconn's New Wisconsin

WIRED

TAIWANESE ELECTRONICS

JUGGERNAUT and leading Apple supplier Foxconn announced Wednesday that it intends to invest \$10 billion in a new manufacturing

plant in Wisconsin, where it plans to make LCD panels bound for computers, healthcare devices, and even vehicles. The White House touted the announcement as a victory for senior adviser Jared Kushner's Office of American Innovation, and marked it as a milestone in President Trump's promise to bring manufacturing back to the United States.

"Foxconn joins a growing list of industry leaders who understand that America's capabilities are limitless and that America's workers are unmatched," President Trump said at the White House announcement, flanked by House Speaker Paul Ryan, Wisconsin governor Scott Walker, and Foxconn chairman Terry Gou.



Yet, the 3,000 jobs Foxconn says it will create in Wisconsin aren't the kind of manufacturing jobs that so many laid off auto and steel workers have been clamoring for. Nor are they a pathway to the American-made iPhone President Trump promised during the 2016 election. They are, instead, part of a new generation of advanced manufacturing jobs, requiring high levels of engineering skills - skills that are still sorely lacking in the American workforce.

[Read Article](#)

Training and Organizational Development News

New Apprenticeship EEO Requirements Effective July 17, 2017: Resources for Apprenticeship Sponsors

Workforce GPS - US Department of Labor

Did you know that a number of the provisions of the updated Apprenticeship Equal Employment Opportunity (EEO) regulations phased in on July 17, 2017? If you run an apprenticeship program registered with the federal Office of Apprenticeship, your program is required to comply with these non-discrimination requirements. Are you ready? [Read Article](#)

8 Essentials of Building a Strong Team

IndustryWeek - Ron Kirscht, President of Donnelly Custom Manufacturing Co.

It's no secret that high-performing companies have high-performing teams. But how do you build such a team in your organization?

At Donnelly Custom Manufacturing, where we specialize in the exacting niche of short-run molding, our most crucial asset is an engaged workforce. Based on decades of cultivating the team we need to succeed, here are some insights on how to do the same for your organization.



1. Start with the core ideas. [Read Article](#)

Leveraging a Variety of Training Approaches

Community College Daily News - Staff

Apprenticeships were again in the spotlight during a House hearing that examined earn-and-learn opportunities.



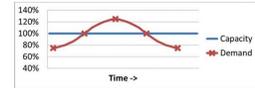
The House Higher Education and Workforce Development Subcommittee on Wednesday heard from companies and programs that use the apprenticeship model to train workers for open positions. While some lawmakers focused on the distinctions between federally registered and nonregistered programs, the invited speakers emphasized that all types of high-quality training programs - including workforce development programs at community colleges - are needed to fill workforce gaps.

Tapping all those models will be especially crucial in meeting the workforce needs should President Donald Trump's \$1 trillion infrastructure proposal come to fruition. [Read Article](#)

Understanding the Demand/Capacity

Curve

IndustryWeek - John Dyer



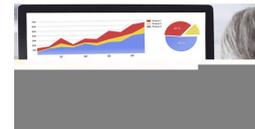
Throughout history, there are examples of great business leaders who, despite their best efforts, experienced poor company performance. How is this possible? Also, when employees are asked the question, "Why is your company struggling?" the top responses usually are something like "poor communications" or "departments not working together" or "our improvements don't seem to be sustainable." Why are these issues so difficult to address? The answer to both of these questions may be found in understanding the demand/capacity curve.

Let us start our discussion by looking at capacity. The maximum capacity of your business is defined as the amount of goods or services that the slowest point in your process can produce (also known as the process bottleneck). [Read Article](#)

Quality News

Three Reasons Why Visual Management Boards Fail

IndustryWeek - Dan Markovitz, President, Markovitz Consulting



Organizations pursuing lean often rush to deploy visual management boards. They fill the walls with metrics and charts, performance data and improvement project plans.

Sadly, as often as not, these visual boards turn into unattractive wallpaper, unused, unloved, and out of date. The reason that they fail to fulfill expectations is that the necessary groundwork hasn't yet been laid.

I see organizations make three common mistakes: [Read Article](#)

Ask the Expert: How Many Kaizen Events Should We Do Each Year?

IndustryWeek - Larry Fast



Question: How many kaizen events should we do each year?

Answer: It depends. It depends on how many improvement events you need to meet your performance improvement commitments for the year. It depends on how many you can properly resource. It depends on how many of your projects require scarce resources, e.g., process engineers, maintenance techs vs. what lower impact projects can be done principally with hourly associates.

Rather than set goals based on the number of kaizen events being done, I much prefer the goals be set in the language of business – cost improvements, inventory (working capital) reduction, etc. For example, value stream managers might set a goal for supervisor and hourly led kaizen events at \$50,000 cost and inventory improvement for the year.

When one project is complete, then start a running record of the results, tee up the next priority and keep going with additional events until you exceed at least \$50,000.

[Read Article](#)

Battle Against China's Fake Foods in Supply Chain Drives New Tech Frontier

Material Handling & Logistics - Staff

A bowl of ice cream on a hot day in Shanghai gave American Mitchell Weinberg the worst bout of food poisoning he can recall. It also inspired the then-trade consultant to set up Inscatech - a global network of food spies.



In demand by multinational retailers and food producers, Inscatech and its agents scour supply chains around the world hunting for evidence of food industry fraud and malpractice. In the eight years since he founded the New York-based firm, Weinberg, 52, says China continues to be a key growth area for fraudsters as well as those developing technologies trying to counter them. [Read Article](#)

Cyber Security and IT News

Don't Fall For Fake Tech Support Scams

USA.gov

Don't click that pop-up for a "free virus scan". Scammers create pop-up ads, make fake websites, and call you pretending to be tech support personnel-but they're not helping you, they're just taking your money or stealing your information. The elderly are especially vulnerable to these tricks. Share your knowledge with others! [Read More](#)



Popular Robots are Dangerously Easy to Hack, Researchers Say

IndustryWeek - Bloomberg

New study shows that vulnerabilities could allow the robots to be turned into surveillance devices, surreptitiously spying on their owners, or allow them to be hijacked and used to physically harm people or damage property.



Some of the most popular industrial and consumer robots are dangerously easy to hack and could be turned into bugging devices or weapons, IOActive Inc. said.

The Seattle-based cybersecurity firm found major security flaws in industrial models sold by Universal Robots, a division of U.S. technology company Teradyne Inc. It also cited issues with consumer robots Pepper and NAO, which are manufactured by Japan's Softbank Group Corp., and the Alpha 1 and Alpha 2 made by China-based UBTech Robotics. [Read Article](#)

Social Engineering Threatens IoT Security Issues

IoT Institute - Brian Buntz

In the early 1990s, Kevin Mitnick was one of the most notorious hackers on the planet. Now, however, he's a security rockstar - a best-selling author and popular speaker who has recast himself as a trusted adviser to the Fortune 500 and international governments.



Hackers like Mitnick should remind enterprise companies of the human element of hacking. Mitnick has long been an expert in social engineering, which he defines in his book "The Art of Deception" as "getting people to do things they wouldn't ordinarily do for a stranger." Threat actors have long used social engineering to target traditional computer networks and computing platforms. But the technique is also perilous for enterprise IoT devices, nearly half of which have been breached in the past two years, according to a survey of 400 IT executives from Altman Vilandrie & Co. A post on the Mitnick Security blog, for instance, explains how social engineering was likely used in the Stuxnet attack against the Natanz nuclear facility in Iran. The plant's

network may have been isolated from the public internet, but all it took to launch the attack was for a single worker to plug a USB flash drive into a computer within the facility. Stuxnet, one of the first examples of an IoT-based digital weapon, caused Iranian nuclear centrifuges to fail and reportedly explode in 2010. [Read Article](#)

Human Resource Management News

Tech Company Implants Chips in its Own Employees

Material Handling & Logistics - Dave Blanchard



If you've ever thought that management thinks of its employees as cattle, this news won't necessarily change your mind. Just as cattle ranchers have long been using RFID technology to tag their animals, a technology company known as Three Square Market (32M) has begun implanting microchips in its human employees.

These chips, however, are said to be not trackable, are completely optional and will only contain information the user opts to include. Furthermore, the chip does not have GPS capabilities. [Read Article](#)

10 Oddest Things Said During Job Interviews

Material Handling and Logistics - Staff



Finding the right person who will add value to your company is no small task. And finding someone who will stay long enough to become a profitable team member is even more difficult. So employers have become very creative in how they interview and evaluate candidates. They ask unusual questions and look deeply at possible personality types and skills.

Sometimes, however, a candidate's response to questions go way beyond expectations and in fact are just downright peculiar, as this slideshow illustrates. [Read Article](#)

Environmental, Health & Safety News

Five Effective Ways to Create a Risk-Competent Culture

EHSToday - Sandy Smith



Haley & Aldrich, an environmental and engineering consulting firm, has issued an Action Report: Stop Talking About Safety Culture and Get Real About Risk. The report addresses the ways companies can prevent workplace incidents and recommends that manufacturers shift their focus to risk-competence rather than a safety culture focused on compliance alone.

The report dispels safety myths, addresses problems with a safety compliance culture and identifies strategies companies can take to reduce incidents in the workplace. [Read Article](#)

Safety and Performance Excellence: Dictating Change

EHSToday - Terry Mathis



Leaders and managers who have yet to embrace MBWA (Managing by Wandering Around) persist in thinking they can accomplish change simply by commanding it to be so. Like generals giving orders, they assume their entire organization clearly will understand what they want and know how to accomplish it and will do so unquestioningly.

In the real world, accomplishing change is much more complex. Meaningful change usually happens over a period of time, during which the original command can get lost. While there are too many elements of change to discuss here, there are a few that warrant attention. [Read Article](#)

